ETHIOPIAN CIVIL SERVICE UNIVERSITY

TRAINING AND CONSULTANCY DIVISION

TRAINING AND CONSULTANCY DIRECTORY

LEARN

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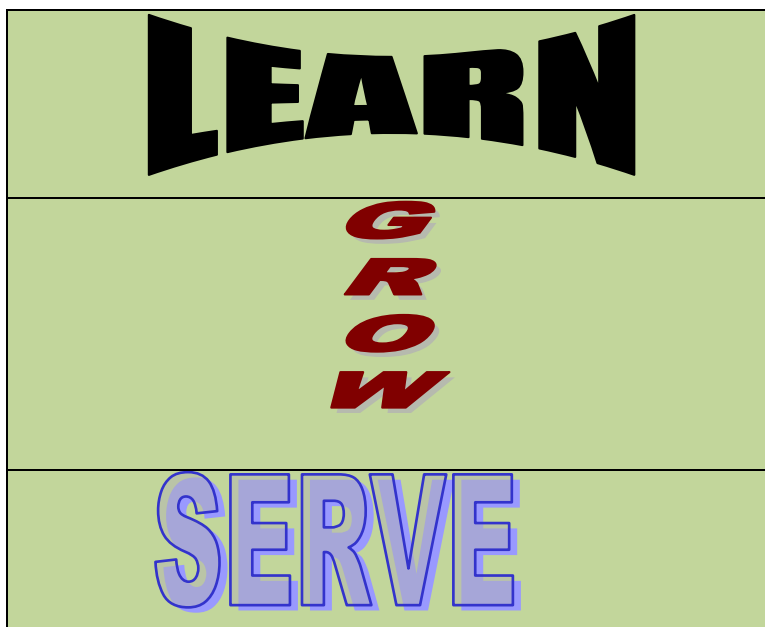
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FOREWORD

The demand of the citizens is the cornerstone for the initiation of new ideas and strategies across the globe, and it gives an impetus to the efforts being exerted by governments and their different machineries. Due to this, service providers have to arm themselves with the required skills, knowledge, and attitudes to meet the expressed needs of the citizens. In order to help others to be on their legs, first of all, service providers should be more so. The Federal Democratic Republic of Ethiopia (FDRE) has identified challenges of the public sectors in order to bring changes. The major challenge is the deficit in capacity to support the public sectors to implement the developmental agenda of the FDRE creatively and proactively. Furthermore, our comprehensive and development laden constitutional ideals and the value- based public leadership initiate us all that more commitment is needed towards building a better Ethiopia that targets the highest agenda to become exemplary country in the continent and elsewhere.

The establishment of the Training and Consultancy Division is based on the public sector capacity development needs towards transforming the trajectory of the public sector training and development landscape to address the skills capacity gaps in order to align towards the imperatives of the Growth and Transformation Plan (GTP). The very key issue is the improvement of result- oriented performance across the country. This is the reason why the training principles of the University have made a shift from individually focused training to organizational based training to develop the overall systems by boosting systems thinking in leaders and practitioners at different levels.

It is a privilege for me to introduce you to the training directory of Training and Consultancy Division of the University. This directory provides you with in- depth information about our raining and consultancy. We take pride in the fact that our "training curriculum" development process is managed within the tenets of the civil service capacity development and provides a roadmap for a generic curriculum and a functional learning area framework. It includes learning design principles focusing on active and action learning. The trainings at the Division are accompanied by coaching or implementation attachments to sustain what has been achieved. To this end, we are here to connect you to the real- world challenges and applications, and to learn by doing in order to manage problems. Our trainings are offered in a diverse areas of public sector reforms using blended modalities of face- to- face and technology assisted learning with the help of e- learning facilities (online and VC based). Besides, we are planning to establish training satellite stations in regional, federal and city administrations civil service bureaus to be more accessible and listen to the calls of the public sectors.

Our past endeavors indicate that we tried somehow to reach some of our customers across the Country. As of now, we want to introduce a new mindset that helps to address the needs of all possible customers strategically working with other similar global and local partners establishing developmental networks with them. We believe the network we establish with all possible partners takes us to a new chapter and contributes towards the materialization of the plan of the Country. We thus say, "We leave no stone unturned in working with others to register new and unusual results." The motto "Learn, grow and serve" drives our overall operation.

1. Background of the University

The Ethiopian Civil Service University began its function at the College level started in January 1995 named by Ethiopian Civil Service College but it was formally established in February 1996 as an autonomous higher education institution with its legal status by the Council of Ministers Regulation No. 3/1996. The College was established to meet the human resource needs of the federal and regional governments attempted to build the capacity of the Civil Service.

The need for the establishment of the College arose from the acute need for the country's civil service system as soon as the Federal Government System was introduced in 1991. In this historical and political shift from a highly centralized unitary government system to a decentralized federal system, there was high shortage of trained human power in the country in general and in the emerging regions in particular. As a result of this, the self governing autonomous regional states and their various agencies were challenged to handle their duties and responsibilities. To meet this imperative need, the College began its operations with two fields of studies providing diploma and degree programs in Law and Economics. This has gone a considerable distance in meeting the trained human resource needs of the regional states.

Later on, the government redefined its mission and tasks in the light of the major development policies, change and reform programs and re-established it by Council of Ministers Regulations No.121/2006 with the legal mandate to operate as an institution of higher education, catering for the training needs of the civil service of the city administrations, regional and federal governments of the country. In addition to the education programs, which include undergraduate and post graduate programs and various short term training programs, the College has a mandate to undertake problem solving researches that are geared towards policy intervention in various socio-economic areas of the country.

Fifteen years later, the Ethiopian Civil Service College was upgraded to the status of a University in response to the national call to fill the wide competency gaps among the great majority of civil servants in the public sectors of the country. This has opened a new way for its new journey to meet citizens in all possible avenues.

The University has been able to make tremendous contributions in capacity building through the specialized undergraduate and postgraduate programs, short term training and consultancy services, and research and community services. It employs delivery modalities ranging from resident training and educational programs to the on-the-job, evening and distance education, including Development Learning Network.

1.1. Vision, Mission and Core Values of ECSU

The ECSU is discharging its function by establishing board of directors, senate and management councils. Furthermore, the University is operating its function through colleges, schools, institutions, centers, directorates and departments. Since its establishment, the University has made great efforts to address the civil service knowledge and skill gaps by developing the human and institutional capacities and capabilities of the civil service through specialized education, training, research, and consultancy services by developing the following vision, mission and core values.

Vision

To become a leading center of excellence in public service capacity building in Africa by 2025 through building efficient, effective, transparent and accountable public service which can contribute to the realization of the development and transformation drive of the country.

Mission

Enhancing the service orientation, transparency and accountability of the public service by building its capacity through Specialized Education, Training, Consultancy, Research and Community Services

Core values

- Customer focus
- Commitment
- Continuous learning
- Welcoming diversity
- Attention to the disadvantaged
- Participatory leadership
- Collaboration

2. **The Genesis and Development of Training and Consultancy Services**

   Though the training services emerged with the advent of the then Ethiopian Civil Service College, before 1998, training and consultancy services were not organized under one entity. There were problems in having a clear focus and management. Services were being rendered in haphazard ways. Consequently, the training and consultancy wing of the university was redefined in 1998 to render short term trainings in the areas of

law, economics, finance, good governance and management separately as Center for Professional Development (CPD). In 2002, it was re-named as Center Civil Service Leadership and Management Development (CSLMD) to incorporate the civil service reform programs.

Later on, with the initiation of the restructuring of the College due to the introduction of Business Process Re-engineering, it was merged with the then Institute of Public Management and Development Studies (IPMDS) for a year. Again the University and its stakeholders evaluated the effectiveness of training and consultancy services and reorganized it as Center for Training and Consultancy to be directly accountable to the President Office. In 2008, to have the current shape, the training management system was upgraded to Center for Training and Consultancy, which is now led by a Vice President hosting six directorates.

From the different phases of changes in its training management, it is vivid that the division keeps changing to meet the growing needs of the public sectors. This division is also looking ahead to streamline and transform itself, being in the ambit of the development goals of the country, in all possible ways to register the results which are different from what it is doing at present. The division believes it cannot achieve what it plans unless it thinks out of the box and operates. We know that our tomorrow's problem is mainly resulted from today's mal- practices, and thus we want to introduce changes to the way we think and do on our journey towards materializing the Renaissance of the country.

The Main Objectives of Training Directory

This training directory is meant to:

- provide a comprehensive information package of the training issues to our customers;
- indicate the major areas of our consultancy services to our customers;
- help our customers identify their needs to be abridged and plan; and
- provide our customers with our service standards.

3. Training and Consultancy Centers under Training and Consultancy Division

3.1 Policy, Leadership and Human Resource Training and Consultancy Center

The main objective of Policy, Leadership and Human Resource Training and Consultancy Center is to contribute to the development plans of the Federal and Regional Public Sectors by filling their skills, knowledge, and attitude gaps through specialized and practice- oriented short term training programs and consultancy services.

Duties and responsibilities of the Center

Duties and responsibilities of the Center include the following.

- Coordinate Training and consultancy Need Assessments to identify performance gaps in the public sectors;
- Prepare technical and financial training and consultancy proposals; and conclude Contractual agreements with client organizations.
- Provide scheduled and need based open or tailor made trainings to leaders and professionals of public sector organizations focusing on the areas related to Policy issues, Leadership development programs, Human Resource Management, Public Service delivery, change management and reform tools.
- Conduct consultancy services in the areas of organizational structure, change management, transformational leadership, and reform tools;
- Plan, lead, perform and report all the activities of the Center to the Division and Training and Consultancy Coordination Directorate;
- Make a promotion and communication work through brochures and websites;
- Assign appropriate trainers/consultants in or outside the center for the delivery of the training and consultancy services as per the provision of the recruitment criteria of the Division;
- Deliver Certificate to the training participants as per university's policy;
- Attend any relevant meetings representing the Center;
- Lead the performance of the Center and report to the concerned bodies;
- Plan and lead change army meetings accordingly; and
- Do performance evaluation of the staff members.

3.2 Center for Public Financial Management Training and Consultancy

Public finance is the study of the role of the government in the economic enhancement. It is the branch of economics which assesses the government revenue and government expenditure of the public authorities.

The center offers short-term training programs and consultancy services on various topics pertinent to the public sectors. The customized training programs and the consultancy services focus on problem solving issues that address the real workplace challenges of the public sectors.

Duties and Responsibilities of the Center

Duties and responsibilities of the Center include the following.

- Coordinate Training and Consultancy Need Assessments on a continuous basis to deliver problem-solving services in the identified areas;
- Prepare technical and financial training and consultancy proposals; and conclude Contractual agreements with public organizations.
- Provide scheduled and need based open or tailor made trainings to leaders and professionals of public sectors focusing on the areas related to finance, tax, audit, and the like.
- Conduct consultancy services in the areas of finance and economic development;
- Plan, lead, perform and report all the activities of the Center;
- Collaborate with other centers of the Division, and undertake a promotion and communication work through brochures and websites;
- Identify and assign appropriate trainers/consultants, depending on the screening criteria of the Division, in or outside the center for the delivery of the training and consultancy services;
- Deliver Certificate to the training participants as per university's policy;
- Attend any relevant meetings representing the Center;
- Lead the performance evaluation of the Center and report to the Vice president of the Division;
- Plan and lead change army meetings accordingly;
- Do performance evaluation of the staff members.

3.3 Center for Urban Management and Transformation Training and Consultancy

The center offers short term training and consultancy services on various topics which are pertinent to the urban sector. The customized training and consultancy services focus on problem solving approach to address the real workplace challenges of the civil service related to urban and contribute its share for the development of the Country.

The main objective of the Centre is to manage urban related problems through building institutional capacity of urban local governments and urban managers & professionals to maintain sustainable urban development by providing short term trainings and consultancy services. In doing so, the Centre is determined to play a pivotal role part in the process of transforming urban Centres.

Duties and Responsibilities of the Center

Duties and responsibilities of the Center include the following.

- Coordinate Training and Consultancy Need Assessments on a continuous basis to deliver problem-solving services in the areas of the Center;

- Prepare technical and financial training and consultancy proposals; and conclude Contractual agreements with public organizations.

- Provide scheduled and need based open or tailor made trainings to leaders and professionals of urban centers focusing on environment protection, solid waste management; urban planning and other related areas;

- Conduct consultancy services in the areas of urban development;

- Plan, lead, perform and report all the activities of the Center;

- Collaborate with other centers of the Division, and undertake a promotion and communication work through brochures and websites;

- Identify and assign appropriate trainers/consultants, depending on the screening criteria of the Division, in or outside the center for the delivery of the training and consultancy services;

- Deliver Certificate to the training participants as per university's policy;

- Attend any relevant meetings representing the Center;

- Lead the performance evaluation of the Center and report to the Vice president of the Division;

- Plan and lead change army meetings accordingly; and

- Do performance evaluation of the staff members.

3.4 Center for Cross Cutting Issues

Center for Crosscutting is mandated with the delivery of training and consultancy services to public sectors on gender, disabilities, HIV/ AIDS, and problems female student encounter in the University.

Duties and Responsibilities of the Center

Duties and responsibilities of cross cutting Issues include the following.

- Provide trainings to leaders and experts of public sector organizations focusing on the areas of gender related issue;
- Support public sector organizations through providing consultancy services on the area of gender;
- Prepare technical and financial proposals for training and consultancy services;
- Promote the center's activities through brochures and other proper means;
- Deliver trainings on different topics for needy students and staff of the university;
- Counseling interested students on gender, HIV/AIDS and disability related matters;
- Attend senate and university council meetings representing the center;
- Plan and lead change army meetings accordingly; and
- Do performance evaluation of the staff members.

3.5 Training and Consultancy Coordination Directorate

This is one of the newly established directorates under the training and consultancy division intended to coordinate all the short term trainings and consultancy services rendered by the Ethiopian Civil Service University.

Duties and Responsibilities of the Directorate

The directorate is tasked with the following activities.

- Plan, lead, and coordinate all the trainings and consultancy services of the external customers;
- Provide programmed and requested trainings and consultancy services;
- Supervise the performance of the Administration Support Team of the Division;
- Integrate the plans of the centers of the Division to set the Division level plan;
- Coordinate, integrate and report the performance evaluation of the staff members;
- Do performance evaluation of the admin staff members;
- Collect reports from the Division's centers and organizes;
- Serve as a bridge between the Division and the Centers in facilitating services;

- Promote tailor made and new areas of trainings via need assessments, brochures and websites;

- Participate in training and consultancy bids;

- Lead the preparation of Memorandum of Understanding (MOU) for trainings and consultancy services;

- Facilitate training and consultancy agreements with the public organizations; and

- Report timely to the training and consultancy division; and

- Perform any other businesses given by the Division's Vice President.

3.6 Training Facility and Reception Coordination Directorate

This center is one of the income generating directorates of the University through catering, accommodation, and training facility services.

Duties and Responsibilities of the Directorate

The main duties and responsibilities of the directorate include the following.

- Give quality catering services /breakfast, refreshment, lunch and dinner / to customers;

- Provide quality bedroom services;

- Attend division level and other related meetings;

- Assess market value and revisit service fees accordingly;

- Update the services of the directorate on a continuous basis;

- Provide cafeteria services to both students and the staff; and

- Provide well equipped and comfortable training rooms, syndicates and meeting hall Services.

3.7 Administrative Support Team

The Administrative Support Team is the team that is meant to serve all the centers under the Division in making an effective interface so as to make the service delivery efficient and effective. It is, thus, tasked with the following activities.

- Make the inventory of all the resources and keep their record to avail on demand;

- Oversee all the activities of the Division and report to the Training and Consultancy Coordination Directorate;

- Work with all the centers in planning and managing resources including training and syndicate rooms, training materials and other related aids, halls, bedrooms, restaurants and the like;

- When the training is conducted out of the University, the team facilitates and transports the necessary logistic materials to the venue of the training;

- Participate in meetings that need the presence of the team; and

- Undertake other businesses that are entrusted to it.

4. Training Programs Rendered by Different Training and Consultancy Centers
4.1 Policy, Leadership and Human Resource Development Training and Consultancy Center

Topic: Transformational Leadership Development and Coaching

Aim: To enhance and upscale the knowledge, skill and attitude of leaders to effectively and efficiently discharge their duties and responsibilities.

Learning Outcomes

Upon the completion of the training, the trainees are expected to:

- identify similarities and differences between leadership and management;

- explain the basic concepts of transformational leadership;

- develop the capacity of leaders;

- develop skills for leadership and breakthrough initiatives;

- identify basic skills of emotional intelligence;

- value empowering others as basic skills of leadership;

- comprehend models of leadership development;

- develop basic skills of coaching; and

- appreciate change.

Contents: The evolution of leadership theories, Basic definition and concepts of transformational leadership, leadership Vs management, emotional intelligence, leadership competence, model of leadership, breakthrough, integrated approach to leadership development or change, leadership and motivation, leadership and coaching.

Target Group: Top level managers, middle level managers, department heads, senior experts, core senior staff of organizations, human resource officers, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Interactive lecture; group discussion; brainstorming; group and individual exercises; case studies (cases are taken from relevant real-work experiences) and Group presentation.

Topic: Organizational Change Management

Aim: To understand the competitive and dynamic nature of organization by enhancing the knowledge, skill and attitude of leaders and employees to effectively and efficiently cope up with changing nature of their organization.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

- explain the basic concepts of change management;
- identify the key factors in management of change;
- identify the sources of resistance to change;
- comprehend ways of effective communication in the process of change;
- develop basic skills of change management;
- select the most appropriate strategic options for their respective organizations; and
- implement strategic change.

Contents: The environment and the need for change, the conceptual framework of change, purposes of change, major factors that cause change, managing change in an organization, Lewin's Three Step Model of Change Management, resistance to change, reasons for resistance, managing resistance to change

Target Group: Top level managers, middle level managers, first line managers, senior experts, core staff of organizations, support staff, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Interactive lecture, group discussion, brain storming, role play group and individual exercises; case studies (cases are taken from relevant real-work experiences), and group presentation.

Topic: Balanced Scorecard (BSC)

Aim: To enable participants to formulate and implement their organizational strategy and operational plans using the Balanced Scorecard (BSC) by equipping them with the basic knowledge and skills on how to undertake BSC.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

- define the basic concepts of Balanced Scorecard (BSC);
- state the origin of Balanced Scorecard (BSC);
- explain the purpose of Balanced Scorecard (BSC);
- identify each steps and characteristics of Balanced Scorecard (BSC);
- develop the vision and mission of their organization;
- formulate organizational strategy;
- cascade corporate strategy to individual level;
- monitor the progress of performance of their organization plan; and
- evaluate the performance of their organization plan.

Contents: Definition and origin of BSC; the need for BSC; organizational assessment and strategy development; implementation steps of BSC; performance monitoring and evaluation.

Target Group: Top level managers, middle level managers, department heads, first line managers, senior experts, core senior staff of organizations, human resource officers, etc

Class Size: Minimum 15 maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises; case studies (cases are taken from relevant real-work experiences) group presentation.

Topic: Strategic Planning and Management (SPM)

Aim: To enable participants to formulate and implement their organizational strategy and operational plans using the strategic planning and management by equipping them with the basic knowledge and skills on how to strategically plan.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

- explain the basic concepts of strategic planning and management;
- identify the three levels of strategic planning;

- formulate their organization's vision, mission, including broad statements about its purposes, philosophy, and goals;
- develop their organization profile that reflects its internal conditions and capabilities.
- analyze the internal environment [Strengths, Weaknesses, Opportunities and Threats (SWOT)] of their respective organization;
- analyze the external environment [Political, Economic, Social, Technological and Legal (PESTEL)] of their organization;
- select the most appropriate strategic options for their respective organizations; and
- implement strategic change.

Contents: Defining the concept of strategy, the three levels of strategy, basic aspects of planning, the foundation of strategic planning and management, strategic environmental analysis, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, external environment [Political, Economic, Social, Technological and Legal (PESTEL)], identification of strategic issues and options, evaluating and selecting strategic options, process of resources allocation and control.

Target Group: Top level managers, middle level managers, planning department heads, first line managers, senior experts, core senior staff of organizations, human resource officers, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises; case studies (cases are taken from relevant real-work experiences) group presentation.

Topic: Performance Evaluation, Coaching and Mentoring

Aim: To acquire and enhance the knowledge, skill and attitudes of participants' performance evaluation concepts and enable them to coach and mentor employees effectively and efficiently in their respective organizations.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

- define the concept performance management;
- explain performance management functions;
- sate characteristics of high performing organizations;
- describe the benefits of performance evaluation;
- outline the activities, techniques and process of performance evaluation;
- identify challenges and corresponding solutions related to the process of performance evaluation;
- identify basic coaching models;
- coach their employees effectively and efficiently in their organization;
- explain phases of mentoring; and
- mentor their employees effectively and efficiently in their organization.

Contents: Concepts of performance management and performance evaluation, functions of performance management, concepts of performance evaluation and rating, principles of evaluation and rating, basic concepts of coaching and mentoring, coaching models, objectives of mentoring, phases of mentoring, outcomes of effective mentoring.

Target Group: Top level managers, middle level managers, senior experts, core senior staff of organizations, human resource officers, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises; case studies (cases are taken from relevant real-work experiences) group presentation.

Topic: Problem Solving and Decision Making

Aim: To enhance the knowledge, skill and attitudes of participants' problem identification and make sound decision consequently solves organizational problems effectively and efficiently in their respective organizations.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

> ➢ define the concept decision making;
>
> ➢ explain steps of rational decision making;
>
> ➢ identify major steps of problem analysis;
>
> ➢ state the advantage and disadvantage of group decision making;
>
> ➢ describe risks that encounter in the process of decision making;
>
> ➢ outline the activities, techniques and process of decision making;
>
> ➢ identify challenges and corresponding solutions related to the process of decision making;
>
> ➢ identify factors that affect sound decision making; and
>
> ➢ make sound as well as ethical decisions.

Contents: Concepts of problem identification and analysis, functions of problem identification and analysis, concepts of decision making, categories of decisions, decision making under different conditions, individual Vs group decision making, process of decision making, ethical decision making.

Target Group: Top level managers, middle level managers, senior experts, core senior staff of organizations, project managers, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture; group discussion; debate; role play; brain storming; group and individual exercises; case studies (cases are taken from relevant real-work experiences) group presentation.

Topic: Public Service Delivery

Aim: To enhance and upgrade participants' knowledge, skill and attitude of principles of public service delivery and help them appreciate the significance of applying ethical behavior in the provision of public services.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

- explain the basic concepts and definition of public service delivery;
- identify internal and external customers;
- identify major challenges in public service delivery process;
- explain the basic principles of customer service delivery;
- identify key driving factors of public service delivery;
- recognize citizen-centered public service delivery,
- identify major management techniques for quality public service delivery;
- develop service delivery standards;
- identify basic skills of customer handling techniques;
- communicate effectively with customers; and
- conduct customer satisfaction survey.

Contents: Concepts of customer service delivery, definition of public service delivery, changes in public sector management, challenges in public service delivery, principles of public service delivery, basic rights and responsibilities of citizens, importance of citizen-centered service, communicating effectively with customers.

Target Group: Middle level managers, first line managers, support and core staff of organizations

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; role play group and individual exercises

Topic: Civil Service Ethics, and Corruption

Aim: To enhance participants' knowledge, skill and attitude of principles of civil service ethics and to scale up participants' knowledge of values and ethics and to further build their skills and confidence in ethical decision making and raise their awareness the effects of corruption and enable them to combat corruption.

Learning Outcomes

At the end of the training session the trainees will be able to:

- understand various ethical values and principles in civil service;
- identify the fundamental concepts of ethics;
- explain different theories of ethics;
- recognize the significance of civil service ethics;
- appreciate the value of transparency and accountability;
- recognize values and principles of civil service ethics; and
- Develop code of ethics within their respective organizations.

Contents: Development, concepts and principles of civil service ethics, Ethics, values, moral, and integrity, Core ethical values, Principles of ethical service delivery, Significance of civil service ethics in public organizations, Ethical decision making, Ethical challenges in Ethiopian public organizations and measures taken.

Target Group: Middle level managers, first line managers, support and core staff of organizations, human resource experts

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences), Group presentation

Topic: Human Resource Management (HRM)

Aim: To developing job-oriented knowledge, skill, and attitudes through participatory training approach. Thus, this training program is designed to upgrade the participants' knowledge and skill for the organizational growth and development and effectively and efficiently implement human resource management.

Learning Outcomes

At the completion of the training session, the trainees are expected to:

- explain the purpose of human resource management;
- describe the main reasons for conducting job analysis;
- recognize the merits of human resource planning;
- explain the roles of training and development;
- identify the major practices of recruitment and selection; and
- recognize different ways of employees' performance measurement.

Contents: Basic concepts of human resource management, the environment of human resource management, job analysis and human resource planning, recruitment and selection, training and development, compensation and benefit administration.

Target Group: Human resource management experts, middle level managers, first line managers, support and core staff of organizations, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences) and Group presentation

Topic: Basic Social Sciences Research Methodology

Aim: To enable the trainees examine the concept and procedures of social science research with the overall purpose of promoting research activities in the specific area. To this effect, the participants are exposed to systematic approach to review the concepts and theories of research and practice the appropriate skills. They are also able to identify research problems and apply relevant methods and techniques for the investigation.

Learning outcomes

After the training session, the trainees will be able to:

- define the concept social research methodology;

- state types of social sciences research;
- appreciate the procedures of research and participate in discussing concepts and procedures of research;
- identify researchable problems for study;
- determine the methods, techniques, and tools to apply in conducting their research;
- prepare a clear outline for writing research proposals with standard format; and
- demonstrate the skills in citing sources and writing references to the standard.

Contents: Basic concepts of research, the nature of social science research, the research problem, procedures of sampling, data collection, statistical tools, data analysis and interpretation, writing research reports.

Target Group: Researchers, middle level managers, first line managers, senior staff of organizations, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 4 days (32 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; presentation

Topic: Basic Managerial Skills Development

Aim: To enable participants improve their managerial performance based on practical concepts and skills of management.

Learning outcomes

After the training session, the trainees will be able to:

- define the concept of management,
- explain different theories of management,
- identify functions of management;
- identify essential managerial skills and competencies;
- explain levels of management; and
- implement the appropriate type of management attributes in their organization.

Contents: Basic concepts of management, levels of management, theories of management, functions of management, managerial skills and competencies.

Target Group: Middle level managers, first line managers, senior staff of organizations, human resource experts, etc.

Class Size: Minimum 15 maximum 30 participants

Duration: 6 days (48 training hours)

Mode of delivery: Lecture; group discussion; brain storming; presentation

Topic: Public Policy Formulation, Implementation and Evaluation

Aim: To enhance the policy formulation, analysis, implementation and evaluation capacity of participants by equipping them with the concepts, tools and skills required to formulate, implement and evaluate public policy.

Learning outcomes

Upon successfully completion of this training session, the participants are expected to:

- define the concept public policy;
- explain process of policy;
- identify major actors in the process of public policy making;
- state typology of policy;
- identify models of policy;
- explain policy analysis concepts; and
- describe fundamentals of policy evaluation.

Contents: Concepts of Public Policy, Policy Process/Cycle, typology of policy, model of policy actors in the policy making process, policy analysis, fundamentals on policy evaluation

Target Group: FDRE, House of Peoples' Representatives, top level managers, Middle level managers, senior staff of organizations, human resource experts.

Class Size: Minimum 15 maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; presentation

Topic: Business Process Re-engineering (BPR)

Aim: To achieve dramatic improvements in critical measures of performance. In order to bring a complete organizational transformation, the jobs, organizational structures, management systems, and values and beliefs need to be aligned to the redesigned business processes.

In light of these, this training program is designed for the participants to critically examine the way work processes are managed in their organizations; as well as, help them to evaluate their change efforts to redesign their work processes and succeed in their endeavors.

Learning Outcomes

Upon successfully completion of the training program, the participants are expected to:

- define the concept Business Process Re-engineering (BPR);
- identify types of processes;
- understand the basic concepts and principles of BPR;
- apply the re-engineering tool to their work settings;
- redesign new business processes;
- identify the core and support business processes; and
- appreciate BPR as an organizational transformation tool.

Contents: Overview and concepts of Business Process Reengineering; Evolutionary theories of Business Process reengineering, the need for reengineering; key characteristics of BPR; phases of BPR; management of BPR.

Target Group: Top level managers, middle level managers, first line managers, senior staff of organizations, human resource experts.

Class Size: Minimum 15 maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture, Group discussion, Brain storming, Debate and Group and individual exercises and presentation.

Topic: Benchmarking

Aim: To equip participants with the knowledge of what Benchmarking means and why it is   important; enable them acquire skills on how to benchmark best practices and apply them based on the specific situation of an organization.

Learning Outcomes

At the end of the training session, the participants are expected to:

- understand the concept and purpose of benchmarking;
- identify sources of benchmarking;
- develop strategies for their organization based on the situation and current organizational context; and
- appreciate benchmarking.

Contents: Basic concepts and meaning of benchmarking, purpose of benchmarking, types and significance of benchmarking, sources of benchmarking, basic steps of benchmarking, principles and process of benchmarking.

Target Group: Top level managers, middle level managers, first line managers, senior staff of organizations, human resource experts, project managers, program coordinators.

Class Size: Minimum 15 maximum 30 participants

Duration: 2 days (16 training hours)

Mode of Delivery: Lecture, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences) and Group presentation

Topic: Effective Team Building in Work Place

Aim: To enhance and upgrade participants' understanding of why and how of team building; and to equip them with major team building skills.

Learning Outcomes

At the end of the training session, the participants are expected to:

- define the conceptual framework of team building;
- explain the difference between group and team;
- identify steps of team development;
- explain teamwork values and culture;
- identify major barriers of team work;
- explain the significance of team in performance;

- state types of team in work place;
- describe major skills in leading effective team; and
- state major characteristics of effective team;

Contents: The conceptual framework of team, stages of team development, responsibilities in a team, teamwork values and culture, team review and results, barrier of team work, getting results from teams, motivational as well as leadership factors in team work, problem solving and decision making in team work

Target Group: Top level managers, middle level managers, first line managers, senior staff of organizations, team leaders, human resource experts, project managers, program coordinators

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture, Group discussion, Brain storming, Debate, Group and individual exercises and Case studies, which are taken from relevant real-work experiences.

Topic: Reform Army Building

Aim: To enable participants know basic concepts, importance and principles of change army and to enhance their change army building skill so that they could build strong change army in their respective organizations.

Learning Outcomes

At the end of the training session, the participants are expected to:

- define the concept of reform army;
- identify steps of reform army building
- explain the significance of reform army;
- describe the organization of reform team army; and
- state the branches of reform army.

Contents: Basic concepts and importance of reform army, steps of reform army building, role of reform army teams

Target Group: Top level managers, middle level managers, first line managers, senior staff of organizations, human resource experts, project managers, program coordinators

Class Size: Minimum 15 maximum 30 participants

Duration: 2 days (16 training hours)

Mode of Delivery: Lecture, Group discussion, Brain storming, Debate, Group and individual exercises, relevant real-work experiences Case studies and Group presentation

Topic: Combating Corruption in Public Organizations

Aim: To offer participants basic know how on the meaning, levels, causes of corruption and its impacts on the development of a country and enable them apply effective strategies to combat it in public organizations

Learning Outcomes

Upon completion of this training program, you will be able to:

- define the term corruption;
- identify the level of corruption;
- identify characteristics of petty and grand corruption,
- describe forms corruption manifested in the civil service;
- identify the causes of corruption in the civil service;
- state impacts of corruption on the development of a country; and
- identify effective strategies for combating corruption in public organizations.

Contents: what is corruption, levels of corruption, manifestation of corruption, types of corruption, causes of corruption, impacts of corruption, strategies for combating corruption

Target Group: Top level managers, middle level managers, first line managers, senior staff of organizations, human resource experts, project managers, program coordinators

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture, Structured exercises, Group discussion, Brain storming, Debate, Group and individual exercises, relevant real-work experiences Case studies and Group presentation

Topic: Organizational Conflict Management

Aim: Conflict between people in work groups, committees, task forces, and other organizational forms are inevitable. Conflict cannot be avoided, but it is possible to manage them constructively. As a result, conflict creates creativity, productivity and innovation in organization.

Learning Outcomes

Upon the completion of the training session, the trainees are expected to:

- Define organizational conflict;
- identify constructive and destructive conflicts,
- identify the major causes of conflict in organization;
- describe the five styles of conflict management;
- effectively negotiate in their daily activities; and
- manage organizational conflicts constructively.

Contents: Concepts and definition of conflict, Changing views of conflict: Functional and dysfunctional conflict, Causes of conflict in organization, Conflict management styles, Managing conflict in organization, Negotiation, mediation arbitration and litigation.

Target Group: The participants should be top level managers, middle level managers, project managers, functional level managers, human resource officers

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours).

Mode of Delivery: Lecture, Structured exercises, Skill demonstration, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies related with relevant real-work experiences and Group presentation

Topic: Effective Time and Stress Management

Aim: Time is a unique commodity that is given equally to everyone. Since we cannot create more time, we must conserve the time allotted to us. Unless time is managed, nothing else can be managed. Effective time management is crucial to accomplish organizational tasks as well as to avoid wasting valuable organizational assets. So, in today's competitive environment, managers who misuse their time are at a distinct disadvantage.

Learning Outcomes

Upon successfully completion of the training program, the participants are expected to:

- Understand the concepts of time;
- recognize the value of time;
- understand the unique features of time;
- identify the major techniques of time management;
- identify essential techniques of meeting management; and
- schedule their time successfully.

Contents: Basic concepts, definition and unique features of time, Theories and perception of time, The doctrine of time management, Scheduling: Planning and control, Delegation: Gaining time for yourself, The priority principle, Procrastination: A serious transgression, A practical approach: techniques and technology.

Target Group: The participants should be top level managers, middle level managers, project managers, functional level managers, human resource officers

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture, Structured exercises, Skill demonstration, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies related with relevant real-work experiences) and Group presentation

Topic: Effective Communication in Organization

Aim: The training course is designed to enhance the participants' communication knowledge, skill and attitude of and learn about and improve the communication flow in their organization

Learning Outcomes

At the end of the training session, the trainees will be able to:

- Understand the importance of good communication in an organization;
- Identify the process of effective communication;
- Recognize the relationship between good management and effective communication in organization;
- Acquire basic skills in improving the flow of communication in organizations;
- Identify the basic features of verbal and non-verbal communications;
- Identify communication barriers; and
- Avoid communication barriers in their organization.

Contents: Basic concepts of communication in organization, process of communication, principles of communication, Management and communication, Internal and external communication, verbal and non-verbal communication, improving communication skills.

Target Group: The participants should be top level managers, middle level managers, project managers, functional level managers, project managers, human resource officers

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture, Skill demonstration, Structured exercises, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences) and Group presentation

Topic: Effective Report Writing Skills Development

Aim: To enhance the participants' report writing knowledge, skill and attitude of and enable them to write coherent, precise, and customer friendly reports

Learning Outcomes

At the end of this training session participants are expected to:

- Identify the purpose of reports;
- Define the concept of report;
- Describe basic characteristics of a good report;
- Explain different types of reports;
- Identify the steps of report writing;
- Explain basic factors to be considered during writing a report; and
- Write coherent, precise, and customer friendly reports.

Contents:- Basic concepts and definition of report, types of report, classification of report, steps in report writing, characteristics of good report, visual aids in reporting

Target Group: The participants should be top level managers, middle level managers, project managers, functional level managers, project managers, human resource officers

Class Size: Minimum 15 maximum 30 participants

Duration: 3 days (24 training hours)

Mode of Delivery: Lecture, Skill demonstration, Structured exercises, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences) and Group presentation

Topic: Democracy, Development and Good Governance

Aim: This training course is designed to upscale the skills, knowledge, and attitudes of civil servants to effectively and efficiently discharge their duties and responsibilities. It is also enhance and encourage top and middle level managers to transform their skills and build team work in their day-to-day operating activities beyond the call of their duties and responsibilities.

Learning Outcomes

Upon successfully accomplishing of this training session, the trainees will be able to:

- Explain the concept democracy;
- Identify the principles of democracy;
- explain the concept what good governance is;
- understand issues of governance in Ethiopia;
- apply good governance elements;
- appreciate the need for good governance for sustainable development;
- explain the relation between good governance and development; and
- apply pillars of good governance in their organizations.

Contents: Definition and basic concepts of democracy, Concepts and definition of good governance, Functions and dimensions of good governance, fundamental pillars of good governance, elements of good governance, relation between development and good governance

Target Group: The participants should be top and middle level managers, project managers, functional level managers, project managers, human resource officers, senior experts

Class Size: Minimum 15 maximum 30 participants

Duration: 4 days (32 training hours)

Mode of Delivery: Lecture, Skill demonstration, Structured exercises, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences) and Group presentation

Topic: Public Project Planning, Implementation, Monitoring and Evaluation

Aim: Public project demands the commitment of human and physical resources to produce specific deliverables in a given time and budget framework. All these activities require effective project manager. Hence, this training course is designed to provide basic skills and knowledge of project planning, implementation, monitoring and evaluation for the participants.

Learning Outcomes

Upon successfully accomplishing of this training session, the trainees will be able to:

- identify the basic difference among plans, programs, and projects;
- describe the steps involved in the process of project design and implementation;
- understand project life cycle and project management;
- identify the skills and competencies required for project management and evaluation;
- conduct effective project feasibility studies;
- explain criteria for project evaluation; and
- understand Logical Framework Approach as objective-oriented planning projects.

Contents: Concepts, definitions, and nature of projects, The project life cycle, Identification and preparation of projects, feasibility study, Networking projects, Financing projects, Implementation and evaluation of projects, Principles of project management, Logical Framework Approach for projects (LFA).

Target Group: The participants should be top and middle level managers, project managers, functional level managers, project managers, human resource officers, senior experts

Class Size: Minimum 15 maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture, Skill demonstration, Structured exercises, Group discussion, Brain storming, Debate, Group and individual exercises, Case studies (cases are taken from relevant real-work experiences) and Group presentation

Topic: Training of Trainers (TOT)

Aim: Training is a planned activity designed to help an individual or group to learn to perform tasks differently. This training course provides a brief practical explanation on management of training. It presents the required skills, knowledge and attitudes that enable to facilitate effective training programs.

Learning Outcomes

Upon successfully completion of this training program, participants are expected to:

- understand basic concepts of training;
- identify the relationship between training and education;
- identify the characteristics of adult learners;
- conduct training need analysis (TNA);
- recognize techniques of training designing;
- facilitate effectively and efficiently training programs;
- administer effective training programs;
- carry out post training support and monitoring services; and
- understand techniques of training evaluation.

Contents: Concepts and definitions of education, training and development, The meaning and nature of adult learning, Training Need Analysis (TNA), Designing training programs, Training methods and learning styles, Methods of training facilitation, Training evaluation.

Target Group: Top and middle level managers, first line managers, project managers, department heads, functional managers, planning officers, human resource officers

Class Size: Minimum 15 maximum 30 participants

Duration: 11 days (88 training hours)

Mode of Delivery: Lecture; Structured exercises, Skill demonstration, group discussion; brain storming; group and individual exercises; case studies: cases are derived from relevant real-work experiences; group presentation.

Topic: Knowledge Management

Aim:- Knowledge is power. Organizations have a wealth of knowledge accessible through the people they touch internally, like employees, and externally, like customers. The organization that is able to capture, store, and retrieve Knowledge effectively is capable of learning as an organization. In learning organizations employees are empowered to change and develop new methods and thoughts.

Accordingly, this training program enhances the participants' knowledge, skill, and attitude so as to manage knowledge effectively and then their organization will become a learning organization.

Learning Outcomes

Upon completion of this training program, participants are expected to:

- Understand the basics of Knowledge Management and related concepts;
- Identify types of knowledge;
- Recognize various KM models and principles;
- Appreciate the role of KM in influencing organizational outcomes;
- Analyze essential enablers of KM; and
- Apply KM Cycle to learn the process and dynamics of knowledge.

Contents: Basic concepts and definition of knowledge, types of knowledge, the challenges of knowledge management, knowledge asset, organizational memory, and organizational learning, application of knowledge management, knowledge management enablers.

Target Group: Top and middle level managers, first line managers, research and development experts, project managers, department heads, functional managers, planning officers, human resource senior officers

Class Size: Minimum 15 maximum 30 participants

Duration: 11 days (88 training hours)

Mode of Delivery: Lecture; Structured exercises, group discussion; brain storming; active group and individual exercises; case studies: cases are derived from relevant real-work experiences; presentation.

Topic: Entrepreneurship Skills Development

Aim: The training is designed to enable participants program to consider self-employment and self-development opportunities. Moreover, this training is designed not only to create theoretical knowledge but also to empower trainees with practical applications of entrepreneurial life.

Learning Outcomes

At the end of the training session, the trainees are expected to:

- understand the concept entrepreneurship;
- develop a positive attitude towards entrepreneurship and self-employment;
- develop entrepreneurial competencies;
- identify viable business ideas of their own; and
- develop their business plans.

Contents: Concepts and definition of entrepreneurs and entrepreneurship, developing entrepreneurial competencies, essence of business enterprise, project identification and selection, developing a business plan

Target Group: Who should attend this training program? Youngsters, College graduates, Secondary school leavers, middle level managers, project managers, department heads, functional level managers, human resource officers

Class Size: Minimum 15 maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture, Structured exercises, Skill demonstration, Group discussion, Brain storming, Debate, Group and individual exercises and presentation

Topic: Attitude, Motivation, Job Satisfaction and Commitment

Aim: To enable participants develop positive attitude towards serving the public and apply different mechanisms to overcome attitudinal problems at different levels of organizational performance.

Learning Outcomes

Upon completion of this training, participants are able to:

- explain the concept of attitude;
- describe the component attitude;
- develop positive attitude;
- boost their self esteem;
- define the term motivation;
- describe importance of motivation;
- Trace the different theories of motivation;
- compare the different theories of motivation; and
- elaborate managerial implication of motivation theories.

Contents: Basic concepts of attitude; factors affecting attitude, strategies for attitudinal change; communication and attitudinal change; civil service attitudinal development, theory of motivation, motivational factors, job satisfaction, factors that cause job satisfaction, employee commitment.

Target Group: Top and middle level managers, first line managers, research and development experts, project managers, department heads, functional managers, planning officers, human resource senior officers

Class Size: Minimum 15 maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; Structured exercises, group discussion; brain storming; active group and individual exercises; case studies: cases are derived from relevant real-work experiences; presentation

Topic: Administrative Law

Aim: To enhance the learners' knowledge, skill and attitude focusing on the nature, meaning, scope and sources of administrative law that governs the relationship of the state and its citizens.

Learning Outcomes:

At the end of this training, Participants will be able to:

- understand clearly the basic purpose of administrative law;
- define and Explain the general concepts of administrative law, rule of law and separation of powers;
- describe the similarity, difference and interdependence between administrative law and constitutional law;
- examine the present state of administrative law in Ethiopia in light of the federal structure.
- explain the nature of administrative agencies;
- examine the mechanisms used to enforce a law by administrative agencies particularly in Ethiopia.
- Differentiate executive, legislative and judicial power of agencies; and
- Understand the meaning of judicial power (decision-making power) of administrative agencies and distinguish it from the legislative power.

Contents: The basic purpose of administrative law, rule of law and separation of powers, federal structure, the nature of administrative agencies and judicial power versus legislative power.

Target Group: Top Management, Middle Management and lower level managers and professionals.

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 hours training)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Administrative Contracts
Aim: Develop trainees s' knowledge and skill to be familiar with the nature, formation and object of administrative contracts.

Learning Outcomes

At the end of the training program participants will be able to:

- define administrative contracts and concession;
- Form administrative contracts;
- distinguish administrative contracts from other types of contracts;
- understand the views the two prominent legal systems have towards administrative contracts;
- know the historical setting of administrative contracts;
- explain the peculiar features of administrative contracts with relation to performance, non-performance and variation;

- appreciate the way the contracts are performed there by understanding the respective rights and duties of the parties; and
- appreciate rules of arbitration and their effect on administrative contracts.

Contents: The definition of administrative contracts and concession, the two prominent legal systems towards administrative contracts, historical setting of administrative contracts, peculiar features of administrative contracts and rules of arbitration and their effect on administrative contracts.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Constitutional Law

Aim: The aim of this training is to build the capacities of the learners based on the knowledge, skill and attitude that will help them appropriately accomplish their responsibility.

Learning Outcomes

At the end of the training program participants will be able to:

- understand the concepts of constitution and constitutionalism;
- importance of constitution and constitutionalism;
- explain the basic principles of Democracy and interpretation of constitution; and

- help them know how the principles of interpretation of constitution enable the assurance of constitutionalism and democracy.

Contents: Concepts of Constitution and constitutionalism; Basic Principles of Democracy, Overview and principles of Interpretation of Constitution.

Target Group: Top Management, Middle Management and lower level managers and professionals.

- **Class Size:** Minimum 15 and maximum 30
- **Duration:** 5 days (40 training hours)
- **Mode of Delivery:** Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Federalism

AIM: The main aim of this training module is to build the capacities of the learners in the areas of federalism, constitutional federalism and its application on the Ethiopian context.

Learning Outcomes

At the end of training Program participants will be able to:

- define and understand the concepts of federalism;
- describe the features of federalism and constitutional federalism;
- understand the historical development of federalism and its structure;
- understand the Context of Ethiopian Federal System ,
- understand the Common Features of Federations;
- Understand the essentials of federalism;
- clearly understand conditions that enable to establish federal government;
- understand the basic principles and features of Ethiopian Federalism;

Contents: Concepts of federalism and constitutional federalism; historical development of federalism, the structure of federalism, common features of federalism and Principles of federalism.

Target Group: Top Management, Middle Management and lower level managers and professionals.

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Criminal Law

Aim: to assist learners to develop their knowledge, skill and attitude on the areas of basic principles, the scope and application of the provisions of the Criminal Code to be applied at different situations all over the country.

Learning Outcomes

At the end of the training program, the participants will be able to:

- explain the meaning of the character, function, purpose, and principles of criminal Law;
- distinguish Criminal Law from Private Law and Morality;
- understand the historical development of the Criminal law of Ethiopia;
- note the Classification of Crimes under the Ethiopian Criminal Code;
- understand the scope and application of the provisions of the Criminal Code to different situations in which the crimes committed and to people committing crimes while being in different capacities; and
- appreciate the powers of the criminal Courts to try the crimes committed on the national territory of Ethiopia as well as the crimes committed outside the territory of Ethiopia.

Contents: The character, function and purpose of criminal law, the principles of criminal law, historical development of criminal law, classification of crimes, scope and application of criminal code and powers of criminal courts.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Criminal Procedure

Aim: The aim of this training program is to assist learners build their knowledge, skill and attitude that enable to apply appropriately the criminal procedure rules.

Learning Outcomes

At the end of the training, the participants will be able to:

- understand the Nature, Purpose, and Development of Criminal Procedure;
- familiar with Sources of Criminal Procedure Rules;
- describe Models of Criminal Justice Systems and Systems of Criminal Procedure;
- explain the History of Ethiopian Criminal Procedure; and
- understand the federal system and jurisdiction of courts.

Contents: The character, function and purpose of criminal law, the principles of criminal law, historical development of criminal law, classification of crimes, scope and application of criminal code and powers of criminal courts.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Labor Law

Aim: Improve the knowledge, skill and attitude of learners   to create a safe and suitable workplace that enables employees to do their best and accomplish their goals.

Learning Outcomes

At the end of the training the program participants will be able to:

- identify the forms and contents of contract of employment and their peculiar features;
- explain the concept of minimum working conditions and their significance;
- understand the need for cooperation rather than confrontation between employers and employees;
- identify the necessary procedures for collective bargaining and agreements;
- resolve employment disputes on the basis of the relevant law;
- outline the historical development of labor law; and
- spell out the grounds for termination of contract of employment.

Contents: Forms and contents of contract of employment and their peculiar features, cooperation between employers and employees, procedures for collective bargaining and agreements and historical development of labor law.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Environmental Law

Aim: The training participants will have basic knowledge to understand the rules enable to pressure in protecting the environment from pollution.

Learning Outcomes

At the end of the training program participants will be able to:

- understand the historical development of International and National Environmental Law;

- familiar with the Sources and the Law Making Process of Environmental Law;
- explain the Basic Principles of Environmental Law and Environmental Rights;
- understand Common Mechanisms of Environmental Protection; and
- familiar with the legal framework of environmental proceeding and Environmental Remedies.

Contents: Historical development of International and National Environmental Law, Sources and the Law Making Process of Environmental Law, Principles of Environmental Law and Common Mechanisms of Environmental Protection.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Law of Family

Aim: The participants will recognize the rules govern the relations of family members particularly that of a wife and a husband including their children.

Learning Outcomes:

At the end of the training, the participants will be able to:

- analyze the rationale behind recognition and protection of the family;
- identify sources of family relationship and explain the effects of such relationships as incorporated under Ethiopian family laws;
- define marriage and discuss the essence of the institution of marriage;
- state the essential conditions for the validity of all forms of marriage;
- analyze the departure made by the new family laws of Ethiopia from the 1960s Civil Code particularly with regard to the rights of women and protection of children;
- identify and analyze mechanisms designed by the family laws to resolve disputes arising in marriage and irregular union; and

- define adoption and discuss the essential conditions for establishments of adoption, its effects and causes of revocation of adoption.

Contents: Historical development of International and National Environmental Law, Sources and the Law Making Process of Environmental Law, Principles of Environmental Law and Common Mechanisms of Environmental Protection.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Law of Evidence

Aim: Training participants will familiarize with the regulations of gathering and preserving as well as presenting the evidence that helps to decide a case.

Learning Outcomes

At the end of the training, the participants will be able to:

- define the Meaning, Nature, Development and purpose of Evidence law;
- identity the differences between the civil law and common law approach to law of evidence and the Ethiopian position;
- Differentiate the evidentiary value of admissions in civil and criminal cases; and
- Distinguish between real evidence and other types of evidences.

Topic: Law of Successions

Aim: The Course is designed to sufficiently equip learners with the knowledge and skills that helps to solve both real and hypothetical cases in the area of successions in accordance with the relevant provisions of the law.

Learning Outcomes

At the end of the training program participants will be able to:

- discuss the meaning, time, place, and manner of opening of a succession;
- enumerate the kinds of successions recognized by law;
- discuss the meaning of intestate succession, and enumerate, in order of their preference, the persons called to the succession of a person who had died intestate;
- name the kinds of wills recognized by the Law, and discuss the validity requirements attached to each;
- explain the modes of appointment, duties, liabilities, and scope of power of a liquidator;
- identify the types, modes of payment, and the of the recipients of the debts of a succession;
- understand the nature of conventions relating to an inheritance and explain the rationale for the prohibition of pacts on future successions; and
- appreciate and help enforce the rights of women and children with respect to succession.

Contents: kinds of successions, validity requirements, modes of appointment and the rights of women and children in succession.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Introduction to Law

Aim: The training participants will have basic knowledge on the rules and principles applicable to law in general.

Learning Outcomes

At the end of training program participants will be able to:

- define Introduction to Law;
- understand the relationship between law and state;
- identify and understand laws and social procedures;
- describe sources, classifications and hierarchies of laws;
- understand the essentials of interpretations of laws; and
- understand the Difference between natural person and legal person.

Contents: Relationship between law and state, sources, classifications and hierarchies of laws, interpretations of laws and Difference between natural person and legal person.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 raining hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: International Trade Law

Aim: The aim of the training module helps participants to have basic concepts on rules governing the international trade law.

Learning Outcomes

At the end of training, the participants will be able to:

- identify the Basic Concepts of Economics;
- Understand the concepts of international trade law;
- Explain International Free Trade;
- Describe the Effects of Free Trade;
- recognize the Challenges to Multilateralism, Custom Unions and Free-Trade Areas;
- Understand WTO's Dispute Settlement Mechanism; and
- understand General Agreement on the Trade in Services.

Contents: Concepts of international trade law, Free Trade, Dispute Settlement Mechanism and Agreement on the Trade in Services.

Target Group: Top Management, Middle Management and lower level managers and professionals.

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Property Law

Aim: The training participants will expand their knowledge that enables them to understand rules governing the relations of individuals to groups.

Learning Outcomes

At the end of training, the participants will be able to:

- distinguish between patrimonial and extra-patrimonial rights;
- Understand the concepts and objects of property law;
- Identify the scope of property law;
- Understand the meaning of possession and distinguish it from a mere holding;
- Understand the legal effects of possession and its importance;
- Identify the modes of transfer of possession;
- Define the concept of ownership and its component elements;
- Identify the sources of joint ownership and the rights and obligations of the joint owners;
- Understand the nature and purpose of right of recovery; and
- understand the nature and types of registration of property.

Contents: Concepts and objects of property law, the scope of property law, legal effects of possession, modes of transfer, concept of ownership and nature and types of registration of property.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Intellectual Property Law

Aim: The aim of the training participants develop their knowledge on rules governing properties that are the creation of human mind.

Learning Outcomes

At the end of training program participants will be able to:

- understand   the Nature of Intellectual Property;
- identify the basic concepts of copyright, patents and trademarks;
- KNOW the Agreement on Trade Related Aspects of Intellectual Property Rights;
- understand the Scope of Patents; and
- recognize the Exceptions and Flexibilities regarding Patents.

Contents: Nature of Intellectual Property, the concepts of copyright, patents and trademarks, Scope of Patents and Exceptions and Flexibilities regarding Patents.

Target Group: Top Management, Middle Management and lower level managers and professionals.

Class Size: Minimum 15 and 30 maximum participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Tax Law

Aim: The aim of this training is acquainting the trainee with the basic concepts and principles of taxation and particularly the tax laws of the country that help the government to carry out its main functions.

Learning Outcomes

At the end of training, the participants will be able to:

- describe constitutional provisions for tax;
- understand the difference between the revenues of the federal government and regional governments, and joint revenue;
- describe the historical perspectives of tax laws;
- compare and contrast the Ethiopian Tax Laws against other tax laws;
- distinguish between the different tax laws of the country; and
- Identify the relevant tax regulations and directives.
- **Contents:** Types of taxes, constitutional provisions for tax, difference between federal government and regional states revenues, joint revenue, historical perspectives of tax laws, Ethiopian Tax Laws against other tax laws, different tax laws of the country and tax regulations and directives.

Target Group: Top Management, Middle Management and lower level managers and professionals.

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Mode of delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

Topic: Human Rights Law

Aim: This course aims to develop the competence of trainees working with human rights at national and regional level and to enable them to act as multipliers for human rights education throughout the country.

Learning Outcomes

At the end of this training, the participants will be able to:
- understand the meaning and definition of human rights;
- explain the nature and characteristics of human rights;
- identify various classifications of human rights;
- understand the various sources of international human rights laws;
- understand various human rights treaties;
- know different forms of altering treaty obligations;
- familiarize with the international supervisory mechanisms on human rights;
- familiar with protections of vulnerable groups; and
- familiar with response to grave human rights violations;

Contents: The concept, nature and characteristics of human rights, sources of international human rights laws; international supervisory mechanisms on human rights; protections of vulnerable groups and response to grave human rights violations.

Contents: Relationship between law and state, sources, classifications and hierarchies of laws, interpretations of laws and Difference between natural person and legal person.

Target Group: Top Management, Middle Management and lower level managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Mode of Delivery: Lecture; group discussion; brain storming; group and individual exercises and presentation; case studies (cases are taken from relevant real-work experiences).

4.2 Training Programs Rendered by Public Financial Management Training and consultancy Center

Topic: Public Revenue Planning and Expenditure Management

Aim: To help trainees to understand basics of public finance and expenditure by identifying principles of finance in Ethiopia.

Learning Outcomes

> After completing this training, the participants will be able to:

- understand the essence and role of public finance and public expenditure;
- Identify the principles of finance in Ethiopia; identify existing and potential sources of revenue; and
- be able to forecast and manage revenue and expenditure of regional and local governments.

Contents: General Issues of Public Finance, Basics of Public Revenue, Basics of Public Expenditure, Financial Planning and Public Budget

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Clearing Agents Ethics

Aim: To offer a comprehensive knowledge on corruption and business ethics with the major intention of providing necessary skills and tools to enhance accountability.

Learning Outcomes

After completing this training, the participants will able to:

- Understand the terminology and basic concepts of corruption, ethics, and business ethics;
- Distinguish various types and causes of corruption;
- Realize the harmful effects of corruption;
- Understand approaches to/and principles of business ethics; and
- Know a variety of decision making models and processes.

Contents: Definition of corruption, distinctive characteristics of corruption, types of corruption, cause of corruption, effects of corruption, forms and consequences of corruption in customs, definition of ethics, importance of ethics, meaning of business ethics, significance of business ethics, principles of business ethics and approaches of business ethics.

Mode of Delivery: Power point presentation, group work, discussion

Target Group: Top, middle and lower Level leaders

Class Size: Minimum15 and maximum 30 participants

Duration: 3 days (18 training hours)

Topic: Customs Valuation

Aim: Introduce the trainees to various issues of customs valuation in relation to international trade.

Learning Outcomes

After completing this training, the participants will able to:

- Understand the difference between free trade and protectionism;

- Understand why countries adopt protectionist measures;

- Understand the concept of customs valuation ;

- identify sequential method of valuations; recognize the associate articles and customs valuation rules;

- Understand how far Ethiopia practicing the international rules;

- Compare and contrast between international and national customs valuation rules;

- Apply the national laws of customs valuation based on ERCA data base;

- Correctly define what we mean by incoterms; and

- List out different types of incoterms.

Contents: Explanation of free trade and protectionism, types of import tariffs, theory of customs valuation, national rules of customs valuation, description of various kinds of international commercial terms.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30

Duration: 5 days (40 training hours)

Topic: Ethiopian Tax Laws

Aim: Introduce trainees to basic concepts, principles and underlying assumptions of tax laws of Ethiopia.

Learning Outcomes

After completing this training, the participants will able to:

- enable participants understand constitutional provisions for tax;
- differentiate between the revenue of federal government and regional governments, and joint revenue; and
- develop skill to apply the relevant tax regulations and directives.

Contents: Constitutional provisions for tax, revenue of federal government and regional governments, joint revenue, relevant tax regulations and directives

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Financial Audit

Aim: Introduce learners' ways of identifying truth and fairness of the financial statements, whether they have been properly prepared in accordance with financial laws.

Learning Outcomes

After completing this training, the participants will able to:

- enable participants to define role of audit ;
- benefit of an audit ;purpose of financial audit ;
- identify audit process ;
- review the characteristics of key financial statements; and
- identify audit techniques to use in performing an application review of a financial audit.

Contents: Role of audit, benefit of audit, purpose of financial audit, audit process, characteristics of financial statements, audit techniques

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and 30 participants

Duration: 3 days (18 training hours)

Topic: Government Accounting System

Aim: Introduce trainees to accounting used in government organization and budget control mechanism in government organizations.

Learning Outcomes

After completing this training, the participants will able to:

- enhance participants skill to develop the basis of accounting used in government organizations;
- understand government financial administration and accounting system;
- budget control mechanism in accounting;
- explain the chart of accounts and basis of accounting used in government organizations;
- explain budget control mechanisms in accounting;
- record transactions in the books of accounts; and
- prepare periodic reports.

Contents: Basis of accounting used in government organization, government financial administration and accounting system, Budget control mechanism, chart of accounts and basis of accounting, budget control mechanisms, Record transactions, periodic reports.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Topic: Internal Audit

Aim: Introduce trainees to basics of internal audit and control by referring to attribute of standards and code of ethics in internal audit.

Learning Outcomes

After completing this training, the participants will able to:

- enable participants realize the scope of internal audit;
- learn the main attribute of standards and code of ethics in internal audit;
- identify the components of internal control; and
- understand the procedural guidance on financial audits.

Contents: Scope of internal audit, standards and code of ethics in internal audit, components of internal control, procedural guidance on financial audits

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 7 days (56 training hours)

Topic: International Trade Principles of Banking

Aim: introduce trainees to international trade concepts and international trade practices.

Learning Outcomes

After completing this training, the participants will able to:

- get familiar with the concepts of international trade;
- appreciate the need for international trade;
- learn the barriers and risks in international trade;
- know the role of banks (both NBE and Commercial Bank) in international trade; and
- understand the requirements in import and export of goods.

Contents: International trade, risk in international trade, banking practices, rights of authorized commercial banks, information flow between national bank and commercial banks, import of goods and export of goods.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Performance Audit

Aim: Introduce trainees to overview of performance audit and how performance audits should be planned, conducted and reported.

Learning Outcomes

After completing this training, the participants will able to:

- know what performance audit means; identify types of performance audit;
- apply techniques for conducting performance audits;

- outline the requirements and standards for reporting on performance audits; and
- Identify mandate and general principles.

Contents: Definition of performance audit, types of performance audit, techniques for conducting performance audits, requirements and standards for reporting on performance audits, Mandate and General Principles

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 3 participants

Duration: 8 days (64 training hours)

Topic: Public Financial Management

Aim: Give a brief overview on public financial management. Thus, at the completion of the training the trainees are expected to grasp the basic concept of Public financial management.

Learning Outcomes

After completing this training, the participants will able to:

- know the definition and objectives of public financial management;
- get acquainted with the essence of financial condition analysis;
- grasp the concept of public revenue and its management;
- know the cash and debt management;
- get acquainted with the concept of internal control and risk management;
- know the essence of public procurement.

Contents: Overview of Public financial management, Government Financial Condition Analysis, Sources of finance, Public Revenue Management, Internal control and Risk management, Cash management, Public debt management, Public procurement.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Target Group: Public servants

Duration: 2 days (16 training hours)

Topic: Program Budget Preparation and Management

Aim: Introduce trainees to basic concept of budgeting and help out to differentiate accrual and cash budgeting.

Learning Outcomes

After completing this training, the participants will able to:

- define basic concept of budgeting; understand functions of budgeting;
- differentiate accrual Vs cash budgeting; and
- acquire the skill how to develop a budget.

Contents: Basic concept of budgeting; understand functions of budgeting, accrual Vs cash budgeting, how to develop a budget

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum participants

Duration: 5 days (40 training hours)

Topic: Public Financial Management Legal Framework

Aim: Promote good financial management, effective and efficient use of limited resources and to comply with constitutional requirement to enact legislation on public finance

Learning Outcomes

After completing this training, the participants will able to:

- enable participants to know the importance of legal framework in managing public finance; and
- identify the rule, regulation and manuals designed to manage public finance.

Contents: Legal framework of public finance, rule, regulation and manuals designed to manage public finance

Mode of delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 1 day (8 training hours)

Topic: Public Procurement and Property Administration

Aim: Introduce trainees to basic concepts of procurement, procurement planning and property management.

Learning Outcomes

After completing this training, the participants will able to:

- enable participants understand the basic concept and importance of public procurement;
- clarify the objectives of public procurement;
- know the significance of procurement planning;
- apply approved methods of procurement; how to efficiently manage asset and effectively utilize asset; and
- identify process involved in asset management.

Contents: Pillars of public procurement, objectives of procurement, principles of procurement, procurement plan, procurement methods and procedures, sustainable procurement, public private partnership, consulting service, property management.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Topic: Public Revenue Planning and Expenditure Management

Aim: To give basic understanding on forecasting with particular emphasis on revenue and expenditure forecasting and financial planning.

Learning Outcomes

After completing this training, the participants will able to:

- enable participants understand the essence and role of public finance and public expenditure;
- identify the principles of finance in Ethiopia; identify existing and potential sources of revenue; and
- be able to forecast and manage revenue and expenditure of regional and local governments.

Contents: Overview of forecasting, revenue forecasting, expenditure forecasting and financial planning and forecasting.

Mode of delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Revenue Raising and Management

Aim: help learners understand ways of raising revenue and the wise use of revenue.

Learning Outcomes

At the end of this training, the participants will be able to:

- describe the functions of modern government;
- understand the concepts of public finance, public revenue, public expenditure, and public debt;
- classify revenues of government; learn how to administer revenues; and
- learn forecasting revenue process; learn ways to increase revenue opportunities for government.

Contents: Functions of modern government and fiscal operation, public finance, public revenue, local revenue mobilization and challenges, compliance risk management process.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: **Rule of Origin**

Aim: Give basic understanding on rules of origin by investing the impact of different types of rules of origin, its relation under regional free trade agreements, arrangements and multilateral trading system.

Learning Outcomes

At the end of this training, the participants will be able to:

- have adequate knowledge on the concepts of rules of origin;
- Acquainted with the types of rules of origin and national and international legislations;
- Determine origin based on certain criteria;
- Memorize the general rules related with rules of origin agreements;
- Have understanding on preferential trade agreements; and
- Know different trade agreements of Ethiopia. Know the challenges in raising revenues; and understand the concepts of tax compliance.

Contents: Concepts of origin, types of rules of origin, how origin could determine, general rules.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (58 training hours)

Topic: Tax Accounting and Tax Auditing

Aim: address the needs arising in tax practice by covering the challenging areas of taxes and reviewing the fundamental concepts in accounting standards.

Learning Outcomes

At the end of this training, the participants will be able to:

- describe the definition and objectives of taxation;
- describe the principles of taxation;
- learn over all tax system of Ethiopia;
- define auditing;
- describe the types of audits and auditors;
- recognize the ethical standards in auditing;
- apply the generally accepted auditing standards in conducting tax audit;
- determine the taxable income of a tax payers;
- describe the types of tax audit;
- apply appropriate audit procedures and techniques in conducting tax audit; and
- prepare tax audit report.

Contents: Nature of taxation, objective of taxation, overview of auditing, general principles of audit, audit objectives and procedures, financial audit and tax audit, types of tax audit, tax auditing process and techniques, tax audit report.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30

Duration: 6 days (48 training hours)

Topic: Tax Administration

Aim: Introduce trainees to concepts and effect of taxation and briefly discuss tax policy and tax administration.

Learning Outcomes

At the end of this training, the participants will be able to:

- enable participants to understand concept of tax administration;
- develop capability for tax administration; efficiency and effectiveness in tax administration; and
- develop the skill and knowledge how to administer tax.

Contents: History of taxation, characteristics and objectives of taxation, principles of taxation, characteristics of good tax system, effects of taxation, introduction to tax administration, tax administration business process, core and support business operation, measures of tax administration effectiveness, building foundation for best practice tax administration.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Taxation, Tax Auditing, and Corruption

Aim: Introduce learners to basics of taxation and give insight about tax administration related to corruption.

Learning Outcomes

At the end of this training, the participants will be able to:

- appreciate how important taxation is in financing public sector;
- get acquainted with some concepts, canons, principles, and types of taxes;
- get insight into tax administration related to corruption, what derives it and how it can be curbed; identify ethical principles of auditing in general and tax auditing in particular; and
- get insight into tax auditing procedures that might open loopholes for corruption.

Contents: Importance of taxation, concepts, canons, principles, and types of taxes, tax administration related to corruption, tax auditing procedures

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 5 days (40 training hours)

Topic: Treasury and Cash Management

Aim: Help trainees understand how to manage the firm's cash and mitigating its operational, financial and reputational risk.

Learning Outcomes

At the end of this training, the participants will be able to:

- know how an organization's liquid assets are planned, organized and controlled; and
- understand how to meet immediate financial obligation in a timely manner and that temporarily idle funds are invested in safe and profitable securities from which they can be drawn quickly as the need arises

Contents: Overview of cash management, cash management techniques, managing petty cash and cash at bank, cash flow management, management of receivables, debt financing, public dept management.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Topic: Fundamentals Finance for Non-Finance Managers

Aim: help trainees understand financial data and the implications of financial performance by introducing financial management tools from planning through to budget review and reporting on financial outcomes.

Learning Outcomes

At the end of this training, the participants will be able to:

- read and analyze their firm's financial statements: profit and loss accounts, cash flows and balance sheets;
- identify the elements affecting their companies' financial needs;
- grasp the theory and practice of capital budgeting crucial to making investment decisions;

- acquire a good understanding of financial concepts necessary for effective communications with the finance department, as well as with other stakeholders;
- identify the techniques of financial analysis and apply to real business world;
- explain capital Budgeting;
- learn how to Determine the initial investment of the project;
- wonder how to Determine cash flow of the project;
- apply different techniques of evaluating projects such as And identify the advantages and disadvantages of each techniques;
- understand the assumptions of cost-volume- profit (CVP) analysis;
- distinguish contribution margin from gross margin;
- determine the breakeven point and output level needed to achieve a target operating income;
- describe how income taxes affect CVP analysis;
- apply CVP analysis to a company producing different products;
- compute breakeven point for multiple products; and
- describe cost structure and operating leverage.

Contents: Business transactions and Accounting equations, Chart of Accounts, financial statement analysis and interpretations, time value of money, capital budgeting and investment decision, understanding budgets & pricing, cost-volume profit relationship.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Topic: Financial Accounting

Aim To provide financial information about the reporting entity that is useful to existing and potential investors, lenders and other creditors in making decisions about providing resources to the entity.

Learning Outcomes

At the end of this training, the participants will be able to:

- have general understanding of auditing;

- prepare framework for internal audit activities;
- understand definition of receipts in FGE accounting system manual;
- explain the substantive audit procedure;
- understand definition and significance of expenditure;
- show how the transfers report is maintained and linked with trial balance;
- show how receivables report is maintained and linked with trial balance;
- provide how payable report is maintained and linked with trial balance;
- explain substantive audit procedure in checking the accuracy of letters of credit balance in trail balance;
- understand minimum audit procedures to be applied in the audit of cash;
- understand general procedure for internal control;
- understand audit procedures to be applied in audit of stores;
- understand the audit procedure to be applied in audit of fixed asset; and
- understand audit and investigation procedures to be applied concerning fraud.

Contents: General concept of auditing, standards and attributes, receipts, expenditure, transfer, receivable, payable, letters of credit, net asset equity, cash on hands and cash at bank, internal control, stocks, fixed asset, procedural guidance on special audit.

Mode of Delivery: Power point presentation, group work, discussion and case studies

Target Group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

Topic: Internal Finance Reporting System/IFRS/

Aim: To create common global language for business affairs so that company accounts are understandable and comparable across international boundaries.

Learning Outcomes

At the end of this training, the participants will be able to:

- understand the nature, concepts and purposes underlying the international harmonization of financial reporting and progress made

- demonstrate a knowledge of the regulatory and institutional structure within which the IASB operates and of the major bodies within that structure
- understand the structures in the European Union (EU) as they relate to international financial reporting
- understand the IASB's approach to continuing its period of stability for the implementation of IFRS

Contents: Financial reporting context, IFRS framework, presentation of financial statement, accounting policies, revenue, inventories, property plant and equipment, borrowing costs, government grants, noncurrent asset, investment property, intangibles, impairment, provisions and contingencies, taxation, lease, foreign exchange, business combination, consolidation, retirement benefit plan, interim reporting, financial instrument.

Mode of Delivery

Power point presentation, group work, discussion and case studies

Target group: Top, middle and lower Level leaders

Class Size: Minimum 15 and maximum 30 participants

Duration: 6 days (48 training hours)

4.3 Trainings Rendered by Center of Urban Management and Transformation Training and Consultancy
Topic: Urban Land Law and Policy

Aim: The main purpose of this training is to enable the participants understand the strategies to implement urban land policy by comprehending the historical background of Ethiopian land laws and the current government urban land policies prerequisites.

Learning Outcomes

At the end of this training, the participants will be able to:

- understand the historical background of Ethiopian urban land laws;
- comprehend Land Laws in the Ethiopian after 1995;
- recognize the land tenure and fundamentals of land ownerships;
- be familiarize with the concepts of urban land lease policy; and
- mitigate challenges of implementation of urban policy and the current government strategies regarding land administration and management.

Contents: Apprehensions about historical conditions of land policy, challenges and the current government strategies regarding land administration and management. Understand Historical Background of Ethiopian Land Policy; nationalization of Urban Land from the year 1975-1991; adoption of the Public Lease holds System from the years 1991-2009.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: Lecture, brain storming, class discussion, group and individual exercises, case studies, Self-experience sharing among trainees, practical exercise

Duration: 5 days (40 training hours)

Topic: Contract Management

Aim: The aim of this training is to enable participants recognize the basic concepts of contract law, understand Contract Management Activities of urban projects, and learn how to be relevant with dispute resolution mechanisms and the role of government contract manager.

Learning Outcomes

At the end of this training, the participants will be able to:

- understand the definition of a Project;
- understand why Project Cycle Management (PCM) is important;
- consider strategies of effective PCM in Ethiopian Cities;
- perceive how Logical Framework Approach fits with PCM; and
- understand the purpose and process of the Programming and Identification Phases of contract management.

Contents: Understand basic concepts of contract law; identification of contract management activities in urban centers; differentiation of strategies for dispute resolution; and the role of government and contract managers in execution contracts.

Target Groups: Top, middle and lower managers and professionals

Class Size: minimum 15 and maximum 30 participants

Mode of Delivery: Lecture, Brain storming, Class discussion, Group and individual exercises, Case studies, Self-experience sharing among trainees, practical exercise.

Duration: 6 days (48 training hours)

Topic: Integrated Urban Development Planning and Implementation

Aim: The aim of the this training is to enable the trainees to identify the most important issues regarding planning, designing, implementation and management of planning processes for making cities better in plan preparation and implementation that suits the socio-economic and physical environment of the of particular urban areas as well as developing procedures of urban planning in all cities and towns of the country in general.

Learning Outcomes

At the end of this training, the participants will be able to:

- understanding the concept and practice of Integrated Urban Development Planning;
- plan preparation and implementation of integrated urban development planning;
- plan monitoring and evaluation;
- Plan Implementation and Related Problems on Land Administration; and
- Identifying major causes for plan and design implementation problems.

Contents: Recognition the concepts of urban planning design; understand practical problems encountered during plan and design implementation at different level of urban structures; identification of the gaps existed during different plans preparation in relation to cities potentials and opportunity that can affect proper implementation procedures; and put forward corresponding solutions to the identified problems through experience sharing and practices the trainees in alignment of what cities encounter in their local areas.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: Lecture, brain storming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field works

Topic: Land Information System, GIS, and Cadastre

Aim: The general objective of the training is to equip the trainees with basic concepts and skills of GIS and Cadastre for effective land information management system that enables the implementation of modernized land information and database application strategies in the urban planning activities.

Learning Outcomes

At the end of this training, the participants will be able to:

- understand basic concepts and of GIS;
- comprehend the notions and practices of geo-referencing;
- familiarize with concepts and practices land cadastre and registration strategies;
- understand real property registration procedures; and
- develop skill in creating the major components of LIS in spatial planning and implementation techniques.

Contents: understanding of different types of cadastre; identification of different types of cadastral maps; the general framework of system for cadastral information arrangement; identification of real property registration as component of the LIS, and understanding datum transformations and geodetic network establishment for cadastral survey.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: - Lecture, Brain storming, Class discussion, Group and individual exercises, Case studies, Self-experience sharing among trainees, Practical exercise, Computer Labs

Duration: 6 days (46 training hours)

Topic: Mapping Service and Administration

Aim: The aim of the training is to equip participants with knowledge on how to understand measurements from map and understand bearing and direction of maps comprehend cartographic data acquisition and representation in the land and land related urban development planning activities as well as to depict the procedures of environment and the current situation regarding requirement of mapping procedures.

Learning Outcomes

At the end of this training, the participants will be able to:

- know the basic Concepts of mapping;
- identify of strategies for effective mapping skills;
- understand jargons and terminologies in mapping procedures;
- classify maps in relation to their particular purposes;
- identify features on the earth's surface, including the location of urban built environment and natural resource deposits on map; and
- conceptualize the extent of urban sprawl, vegetation infestations, and soil types by using mapping information.

Contents: Basic concepts of mapping and fundamental purpose of maps**,** development of measurement scales from map**,** bearing and direction of maps for features of land development processes**,** developing cartographic data acquisition and representation skill of physical objects, coordinate system and map Projection**,** and analog cartography and digital cartography.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field works

Duration: 5 days (40 training hours)

Topic: Property Valuation and Taxation

Aim: To enable participants distinguish key approaches in the formal valuation process and the basic elements of values; and help them obtain skill on property inspection and analysis

Learning Outcomes

At the end of this training, the participants will be able to:

- developing knowhow on real property registration strategy;
- developing alternatives property tax rate developing and increase land valuation according the land use patterns;
- understanding strategies how to develop and propose for an average tax to be levied in all real property as per area of location; and

- understand how to manage real property taxation and promote urban land revenue generation strategies;

Contents: Legal consideration in land valuation system valuation; the formal ways of urban land valuation process; strategies to consider real estate economics and values; and procedures of real property inspection and Analysis techniques.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: - Lecture, Brain storming, Class discussion, Group and individual exercises, Case studies, Self-experience sharing among trainees, Practical exercise, Field visits

Duration: 5 days (40 training hours)

Topic: Real Property Registration

Aim: The main of this training is to enhance participants' understanding on the basic concepts and classification of immovable property; help them identify conditions essential for success of immovable property registration; and know how to establish an immovable property registration system.

Learning Outcomes

At the end of this training, the participants will be able to:

- understand the concepts of real property registration;
- know the critical area of land law that requires an active legal framework;
- be familiar with cadastre and land register the two important systems of effective administration of immovable properties; and
- distinguish the contents and status of the civil code provisions on registration of real property under particular title of the Ethiopian Civil Code.

Contents: understand the features of immovable property registration**;** differentiate conditions essential for accomplishment of immovable property registration; consider the Principles and features of registration system, and mechanisms of establishing an immovable property registration system.

Target Group: Top, middle and lower managers and professionals

Class Size: minimum 15 and maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, Group and individual exercises, Case studies, Self-experience sharing among trainees, Practical exercise, Field visits

Duration: 5 days (40 training hours)

Topic: Surveying

Aim: The aim of the training is to enhance the knowledge, skills, attitude and professional code of ethics required to conduct basic land/boundary surveys, to make accurate computation, by using proper field procedures, and keep neat and readable surveying field books.

Learning Outcomes

At the end of this training, the participants will be able to:

- establish boundaries of land areas by setting corner markers or monuments;
- determine coordinates of boundary corners, and to obtain boundary and area information required for recorded descriptions and for plotting parcels of real property;
- develop markers desirable for public record and to ensure correct title for the rightful owner of the land
- be familiarize with surveying techniques; and
- mark land surveyors knowledgeable in property law and registration of practitioners required by state law.

Contents: The purpose and importance of surveying; theory of measurements and errors in surveying processes; basic knowledge of Surveying and computation techniques; distinguishing roles and responsibilities of land surveyors.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 6 days (48 training hours)

Topic: Urban Housing Management

Aim: The main aim of the training is to enable participants know principles of urban housing management and initiations and application of housing management rules and regulations; and to permit them apply housing management program evaluation & administration.

Learning Outcomes

At the end of this training, the participants will be able to:

- identify & analyse the various housing & financial markets and delivery mechanisms appropriate for different income groups;
- design appropriate strategies for urban social groups in line with the Integrated Housing Development Program;
- analyse and compare options to regenerate, upgrade & regularise urban settlements for improved living environments; and
- analyse urban Development & Housing aspects & various policies and programmes pertaining to housing.

Contents: Principles of public house and property management; housing management program evaluation and administration mechanisms**;** trends in international housing policies & strategies; develop housing data collection and handling method, application of housing management rules and regulations

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours)

Topic: Urban Transport Management, Logistics and Planning

Aim: The general objective of this training is to enable participants be equipped with the various types of transport policy objectives; understand the ways in which transport problems can be identified and assessed along with range of strategic solutions for transport problems; understand transportation principles and identify

decision makers on transport services and be equipped with transportation planning process as well as transport planning stages.

Learning Outcomes

After completing this training, the participants will able to:

- distinguish Concepts of urban Transport incorporates the carrying units and the way constitute the infrastructure;
- understand components of urban Transport management system and the management system;
- gain information about urban transport planning and logistics management to constitute the services delivery;
- evaluate of supply of transport infrastructure; and
- understand how to develop strategies of managing transportation system.

Contents: Conceptual framework of transport system management; strategies of implementation of urban transport policy; approaches to transport policy formulation; identify Objective of transport policy; feature of transport regulation, functions and Principles of transportation; and major urban transportation problems.

Duration: 6 days (48 training hours)

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours)

Topic: Urban land development and management

Aim: To enable participants understand the concept of land and sustainable development; identify the process of land development and land assembling methods; and understand property and property valuation

Learning Outcomes

After completing this training, the participants will able to:

- define steps for the land registration procedures;
- understand how to develop fees for registration, notaries, surveying;
- know how to use of standards in land development and management system; and
- know the procedure and a fixed maximum time with in which the service of registering transactions has to be completed.

Contents: Strategic vision for land development and management; land and the concept of sustainable urban development; development of knowhow to execute land property valuation procedures; and the subject matter of land management practices and the process of land development.

Duration: 5 days (40 training hours)

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours

Topic: Urban Governance

Aim: The major objective of the training is to provide the trainees to understand governance conscious and managerially competent urban practitioners who will provide quality service to the citizens of their respective urban authorities and regions and seeks to produce balanced professionals who have a thorough understanding of the theoretical concepts, tools and best practices as well as the application of good urban governance and management principles.

Learning Outcomes

After completing this training, the participants will able to:

- display a good understanding of the fundamental concepts of the phenomenon of governance and the attendant implications for good urban management;

- be able to identify, interpret and explain the key tools, best practices, trends as well the current and emerging discourses of the domain good urban governance and management;
- apply the theoretical concepts, the tools of good urban governance as well as best practices to address the good urban governance challenges;
- implement strategies that can be used in ensuring good urban governance;
- be able to identify the ways, means and processes that will give policy and institutional framework within which local authorities and other public sector agencies operate; and
- understand Policy frameworks & institutions of urban governance.

Contents: Means and attitudes that will give establishment to, support and extend the concept of Good urban Governance in the urban sector; different perspectives of governance in the urban service delivery process; the benefits of ensuring good urban governance and applying governance principles; and exploration of the emerging discourses in urban governance and management.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum *15* and maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours)

Topic: Rural–Urban Linkages

Aim: The major objective of this training material is to enable participant to understand the core idea of rural-urban linkages in urban socio economic and spatial networks among cities the rural areas.

Learning Outcomes

After completing this training, the participants will able to:

- know of 'rural area' and 'urban area' and the function of these areas;
- understand the theory of rural-urban linkages;
- Identification of types of rural-urban linkages;
- understand the significance of rural-urban linkages; and
- practice measures to strengthen rural-urban linkages.

Contents: Concepts of urban-rural linkage**;** functions of urban and rural Areas**;** types of rural-urban linkages**;** the status of rural-urban linkages in Ethiopia; and strategies to strengthen the rural-urban Linkages

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum *15* and maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise

Duration: 5 days (40 training hours)

Topic: Urbanization Challenges and Sustainable Urban Development

Aim: The main aim of this training material is to enable trainees understanding the concepts, background of urbanization and major challenges to accomplish sustainable urban development in all levels cities in the country.

Learning Outcomes

After completing this training, the participants will able to:

- comprehend historical background and challenges of urbanization issues and the theoretical aspects of sustainable development;
- identify positive and negative effects of urbanization;
- distinguishing urban trends in Ethiopia; and
- implement government policy provision and strategies to enforce their implementation towards sustainable urban development.

Contents: Urbanization of the world population; rapid rate of urbanization and urban growth in much of the developing nations; the impacts of rapid urbanization in cities development and supply of social and economic infrastructures in cities**;** and the need for sustainable development for mitigating the urbanization challenges.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise

Duration: 6 days (48 training hours)

Topic: Sustainable Urban Land Management and Development

Aim: The main objective of this training material is to equip the urban land experts and managers with the essential knowledge, skill and attitude of sustainable urban land development.

Learning Outcomes

After completing this training, the participants will able to:

- define what sustainable urban land development, land consolidation, land sharing, land assembling mean; explain the environmental, economical, social and historical considerations on sustainable urban land development; eternalize the political, legal and physical aspects of the urban land development; list the mechanisms how to mitigate the bottlenecks of urban land development; and list and explain the stages of urban land development.

Contents: Knowledge, attitudes and skills required to implement the main points to be consider in sustainable urban land development; main aspects of land development; the bottlenecks of land development, to implement the steps of land development processes; and the land policies of Ethiopia and share best practices of local and other countries.

Duration: 5 days (40 training hours)

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours)

Topic: Affordable Housing Development Strategies

Aim: The aim of this training material is to equip the experts and managers in housing sector with the essential knowledge, skill and attitude on Housing development and Management.

Learning Outcomes

After completing this training, the participants will able to:

- understand housing development strategies;
- know housing management processes;
- develop knowhow of affordable housing;
- know rental Housing Concepts and practices;

- understand condominium Housing Procedures;
- recognize aspects of cooperative housing; and
- identify features of communal building.

Contents: Housing development strategies; affordable housing; rental housing concepts and practices; cooperative housing; and features of condominium housing.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and at maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours)

Topic: Urban Transport System Management

Aim: The aim of the topic is to equip the trainees with knowledge, skill and attitudinal changes during the implementation of urban transport management systems. As a result, it enables them to solve the problems that are related to transportation management system in urban areas.

Learning Outcomes

After completing this training, the participants will able to:

- describe transportation guiding principles, issues and challenges of urban transport management system;
- provide information and support for professionals working in Ethiopian cities or municipalities;
- identify best strategies that mitigates urban transportation problems in mega cities of Ethiopia ;
- develop experiences from urban transport management challenges and opportunities in their working environments; and

- suggest different Policy alternatives of urban transport management system.

Contents: Transport system management such as intelligent transport systems and traffic management; controlling of vehicle trips, vehicle use, vehicle miles traveled, vehicle idling and traffic congestion; travel Demand Management; communications infrastructure development; benefits of Intelligent Transportation; and traffic management measures.

Target Group: Top, middle and lower managers and professionals

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: Lecture, brainstorming, class discussion, group and individual exercises, case studies, self-experience sharing among trainees, practical exercise, field visits

Duration: 5 days (40 training hours)

4.4 Trainings Rendered by Center for Cross Cutting Issues Training and Consultancy
Topic: Decision Making

 Aim: To enable participant develop good decision making skill and help them to evaluation different decision making approach and common decision making mistakes in organizational context.

Learning Outcomes
After completing this training, the participants will able to:

- define decision making;
- recognize the need of good decision making to be a competent leader;
- implement decision making steps;
- identify factors affecting decision making; and
- describe common decision making mistakes.
   Contents: What decision making is; kinds of decision making; steps of effective decision making; approaches to decision making in public organizations; decision making strategies; risk- taking in decision making; factors affecting decision making; and common decision making mistakes.

Duration: 2 days (16 training hours)

Class Size: Minimum15and maximum 30 Participants

Mode of Delivery: power point presentation, simulations, group work and discussion

Topic: Basic Concepts of Gender

Aim: To enable participants explain the difference between sex and gender and how these concepts affect society's perception of men and women and develop positive attitude towards gender related concepts.

Learning Outcomes

After completing this training, the participants will able to:

- differentiate the concept of sex and gender;
- define gender, gender concepts and terminologies;
- discuss the difference between sex roles and gender roles;
- define gender equality and equity concepts;
- describe the gender dimension of development; and
- identify the distinct needs/interests of women and men.

Contents: Gender and sex; gender identity development; gender socialization and stereotype; gender division of labor; gender discrimination, gender equality; women in development & gender and development

Duration: 2 days (16 training hours)

Class Size: Minimum 15and maximum 30 Participants

Mode of Delivery: power point presentation, group work and discussion

Topic: Basics of HIV/AIDS

Aim: To equip participants with the necessary KSA and sensitize them with Basic facts of HIV/AIDS

Learning Outcomes

After completing this training, the participants will able to:

- explain HIV and AIDS;

- clarify the ways of transmission of the virus;

- list the major causes and impacts of HIV/AIDS; and

- mention the prevention mechanisms of HIV/AIDS.

Contents: Basic Facts on HIV/AIDS, symptoms of AIDS, types of HIV, the stages of HIV infection, impacts of HIV/AIDS, prevention mechanisms

Duration: 1day (8 training hours)

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: power point presentation, group work , role play activities and discussion

Topic: Gender Advocacy and Lobbying

Aim: To equip participants with the concept of gender advocacy and lobby activities and how to formulate gender advocacy action plan.

Learning Outcomes

After completing this training, the participants will able to:

- define gender advocacy;
- recognize the importance of advocacy;
- list the good qualities of an advocate; and
- identify the way how do local communities fit into advocacy work;

Contents: Definition of advocacy; importance of advocacy; good qualities of an advocate; how do local communities fit into advocacy work; advocacy planning cycle

Duration: 2 days (16 training hours)

Class Size: Minimum15 and maximum 30 Participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: Gender Analysis

Aim: To enable participants to identify, understand and redress inequalities based on gender and be familiar with techniques of gender analysis.

Learning Outcomes

After completing this training, the participants will able to:

- define the concept of gender analysis;
- identify the basic tools of gender analysis; and
- Differentiate by whom gender analysis is undertaken;

Contents: Definition of gender analysis; tools of gender analysis; who undertake gender analysis; and where gender analysis is used

Duration: 2 days (16 training hours)

Class Size: Minimum Participants 15 and maximum Participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: Gender Auditing

Aim: To expose participants with concept of gender Auditing and methodologies to conduct gender audit assessment in their organization.

Learning Outcomes

After completing this training, the participants will able to:

- define gender auditing;
- state the importance of gender auditing;
- describe gender Auditing methodologies; and
- explain the gender auditing components.

Contents: Concept of gender auditing; gender auditing methodology; scope of gender audit; gender auditing components; how long does a gender audit takes;

Duration: 2days (16 training hours)

Class Size : Minimum 15 and maximum 30 Participants

Mode of Delivery: power point presentation, group work and discussion

Topic: Gender Based Violence and Sexual Harassment

Aim: To allow participants be familiar with different forms of violence, their common victims and perpetrators of violence and their root causes; and analyze the consequences of violence at the personal, societal and higher levels.

Learning Outcomes

After completing this training, the participants will able to:

- identify and explain the different forms of violence, their common victims and perpetrators of violence and their root causes;
- analyze the consequences of violence at the personal, societal and higher levels, including the cost of violence to victims, perpetrators and the whole society;
- analyze the perceived and root causes of gender-based violence and identify ways of quashing the myths and highlighting the facts;
- appreciate the role of international and national legal frameworks in fighting against GBV; and
- differentiate acts of sexual harassment and provide possible explanations to them.

Contents: Gender based violence; types and forms of GBV; sexual harassment; explanation of sexual harassment, consequences of sexual harassment effects of gender based violence measures in combating gender based violence

Duration: 2 days (16 training hours)

Class Size: Minimum 15 and maximum 30 Participants

Mode of Delivery: power point presentation, group work and discussion

Topic: Gender Budgeting

Aim: To allow participants be familiar with the concept of gender budgeting and be able make budget allocation gender sensitive.

Learning Outcomes

After completing this training, the participants will able to:

- define gender budgeting;
- mention the importance of gender budgeting;
- understand the budget cycle; and

- be aware of the gender budget analyzing tools.

Contents: gender budget definition; gender budgeting stakeholders; why do we need a gender budget; stages of gender budget cycle; gender budget initiative around the world; prerequisites of gender budget; tools for analyzing gender budget; challenges to implement gender budget in Ethiopia

Duration: 2days (16 training hours)

Class Size: Minimum15 and maximum 30 Participants

Mode of Delivery: power point presentation, group work and discussion

Topic: Gender Mainstreaming

Aim: To enable participants to evaluate gender mainstreaming activity in their organization based on the given checklists and to develop the own checklist.

Learning Outcomes

After completing this training, the participants will able to:

- describe gender mainstreaming concept and its objectives;
- identify checklists of gender mainstreaming;
- evaluate gender mainstreaming activity in their organization based on the given checklists; and
- list challenges to mainstream gender issues.

Contents: Gender mainstreaming concept; gender mainstreaming tools and techniques; importance of gender mainstreaming; challenges of gender mainstreaming in organization.

Duration: 2 days (16 training hours)

Class Size: Minimum15 and maximum 30 Participants

Mode of Delivery: power point presentation, group work and discussion

Topic: Gender Sensitive Monitoring and Evaluation

Aim: To enable participants to monitor and evaluate progress and achievement of different programs, projects, laws, polices and development interventions in gender sensitive monitoring and evaluation systems

Learning Outcomes

After completing this training, the participants will able to:

- be aware of the type and aspects of monitoring;
- mention the gender sensitive monitoring and evaluation for different programs; and
- understand the characteristics of effective evaluation.

Contents: Types of Monitoring; aspects of monitoring; participation in project monitoring; evaluation; purpose of evaluation; the process of evaluation; types and stages of evaluation; characteristics of effective evaluation; main types of monitoring and evaluation studies; differences and similarities between monitoring and evaluation; gender-sensitive monitoring and evaluation process ;gender sensitive indicators; key gender issues addressed in the m & e system; designing a gender sensitive system

Duration: 2 days (16 training hours)

Class Size: Minimum 15 and maximum 30 Participants

Mode of Delivery: Power point presentation, group work and discussion.

Topic: Gender and HIV/AIDS

Aim: The aim of this training is to provide the participants basic facts on HIV/AIDS from gender perspectives.

Learning Outcomes

After completing this training, the participants will able to:

- explain about how HIV/AIDS and gender are related;

- distinguish which gender is more vulnerable to HIV/AIDS; and

- list the major factors for the vulnerabilities of a given gender to HIV/AID.

Contents: Basic gender concepts, impacts of HIV/AIDS on Women, HIV prevention strategies targeted at women

Duration: 2 days (16 training hours)

Class Size: Minimum15 and maximum 30 Participants

Mode of Delivery: power point presentation, group work and discussion.

Topic: Gender and Leadership

Aim: To enable participants to exercise appropriate leadership style to particular situation and develop leadership competencies and to allow participants to identify and analyze barriers that hinder women from coming to leadership positions.

Learning Outcomes

After completing this training, the participants will able to:

- create awareness on the difference between leadership and management, leadership competencies, theories and styles of leadership;
- bring a paradigm shift to the role of women in the society;
- develop the self-esteem and self-confidence of women leaders; and
- enhance creativity among women in the society.

Contents: Leadership: definition and concepts; leadership and management; leadership theoretical background; leadership styles; leadership competencies; gender basic concept; gender and leadership; and challenges of female leader

Duration: 5 days (40 training hours)

Class Size: Minimum15 and maximum 30 participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: Gender sensitive project planning, implementation, Monitoring and Evaluation

Aim: To enable participants to design different projects gender sensitive way and analyze the project cycle in gender lens.

Learning Outcomes

After completing this training, the participants will able to:

- understand the concepts of Gender sensitive project planning;
- understand importance of monitoring evaluation system; and
- mention the project cycle.

Contents: The concept of project; project cycle ; gender sensitive project planning; project implementation; gender sensitive monitoring and evaluation system; the need for monitoring and evaluation system; project proposal format; participatory community development; gender and community development; importance of participation of both men and women; types and levels of participation

Duration: 2 days (16 training hours)

Attendees: Minimum 15 and maximum 30 Participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: International and National Legal Instruments of Women's Rights

Aim: To make participants be familiar with international and national legal instruments developed to protect women's right.

Learning Outcomes

After completing this training, the participants will able to:

- identify optional Protocol to the convention on the elimination of all forms of discrimination against Women;
- understand the national legal instruments of federal democratic republic Ethiopia regarding Women's Rights; and
- be aware of the protocols on the rights of women.

Contents: Convention on the elimination of all forms of discrimination against women (CEDAW); optional protocol to the convention on the elimination of all forms of discrimination against women; the Beijing platform

for action and declaration; the Protocol to the African Charter on Human and People's Rights on the rights of women in Africa; national legal instruments of Federal Democratic Republic Ethiopia regarding Women's Rights

Duration: 1 day

Attendees: Minimum15 and maximum 30 Participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: Life Skill & HIV/AIDS

Aim: To work on the individual skills that help participants to make healthier decisions about their lives by enhancing their KSA and to see individuals/participants living healthy, happy and fulfilling lives.

Learning Outcomes

After completing this training, the participants will able to:

- see members of our communities living healthy, happy and fulfilling lives;

- realize a positive, healthy life, we need to avoid the consequences of negative behavior; and

- enable participants to make healthier decisions about their lives.

Contents: Assertiveness, communication, decision making, critical thinking, managing emotions, self-esteem building, resisting peer-pressure and relationship skills

Duration: 1 day (8 training hours)

Class Size: Minimum15 and maximum 30 Participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: Peer Education

Aim: To build the capacity of trainers of HIV & AIDS peer educators in designing and delivering a peer education training program in their workplace & beyond.

Learning Outcomes

After completing this training, the participants will able to:

- explain about HIV/AIDS;
- list down the advantageous of peer education;
- distinguish the challenges while giving a peer training; and
- To list the ways in which one can help people living with HIV/AIDS.

Contents: Advantages of peer education, challenges of peer education, qualities of peer-educators, stigma and discrimination, linkage of prevention and care and care and support to PLWHA

Duration: 3days (18 training hours)

Mode of Delivery: Power point presentation, group work and discussion

Topic: Sexual Reproductive Health (SRH)

Aim: To equip participants with the necessary knowledge, skills and attitudes towards sexual reproductive health issues and sexually transmitted disease

Learning Outcomes

After completing this training, the participants will able to:

- explain the importance of family planning;
- list the ways to have a safe sexual intercourse;
- identify the common types of sexual transmitted disease; and
- illustrate the mechanisms to protect an individual from sexually transmitted disease.

Contents: Aspects of family planning, methods to avoid unwanted pregnancy, basic concepts on sexual ly transmitted disease (STDs) and relationship between sexually transmitted disease and HIV/AIDS

Duration: 3days (18 training hours)

Class Size: Minimum 15 and maximum 30 participants

Mode of Delivery: power point presentation, group work discussion, demonstration of family planning medicine

Topic: Work Place Communication and Assertiveness Skill

Aim: To introduce participants with the concept of workplace communication and communication behaviors which lead them to be effective communicator at their private and professional life.

Learning Outcomes

After completing this training, the participants will able to:

- explain the meaning of communication and its importance;
- state the flows & kinds of communication;
- describe barriers for communication;
- define assertive, aggressive and passive styles of communication;
- describe the major constraints of females' not to be assertive; and
- identify the techniques to develop assertiveness skill.

Contents: Concept and process of communication; significance of non-verbal communication; definition of Assertive, Aggressive and Passive communication behaviors; the need to be assertive; how to develop assertiveness Skill.

Duration: 2 days (16 training hours)

Class Size: Minimum 15 and maximum 30 Participants

Mode of Delivery: Power point presentation, group work and discussion

Topic: Workplace HIV/AIDS Mainstreaming

Aim: To build the capacity of the participants in developing the KSA to mainstream HIV/AIDS in their workplace.

Learning Outcomes

After completing this training, the participants will able to:

- make a conceptual and operational definition of mainstreaming HIV/AIDS;
- identify and define the key elements of a strategy;
- make the distinction between strategic thinking and normative thinking;
- describe the key models for planning; and

- describe potential processes in forming strategic plans for mainstreaming AIDS into the development agenda.

Contents: Definition of HIV/AIDS Mainstreaming, Internal and External Domains of Mainstreaming, Guiding principles of mainstreaming, stages of mainstreaming,

Duration: 2 days (16 training hors)

Attendees: Minimum Participants = 15, Maximum Participants =30

Mode of Delivery: Power point presentation, group work and discussion

Standard Cost Policy by level

Trainings are delivered categorizing into levels, which include top level leadership, middle level leadership, and professionals, and lower level leadership. We charge for the services we render, depending on the following criteria.

- Top level leadership: Birr 400.00/person
- Middle Level Management Birr 350.00/person
- Professionals and Lower Level Managers Birr 300.00/person

Training Cost Specification for Full Accommodation

1. General information For *Lower Level Managers and Expert* Trainees

1.1 Duration for training :----------- Duration for Accommodation:----------- Number of Participants:-----------Number of Facilitators--------

No.	Requirements	Multiplying Factors of Training service cost						
		Unit Cost In Birr	No. of trainers	No of Hours/day	No of days	No of trainees	Total Amount	10% Acc/cost SC
2	Details							
2.1	Professional knowledge & skill or Training Delivery Cost	300.00	2	8	1	1	4800.00	
2.2	Content /Training material preparation coos	300.00	2	8	1	1	4800.00	
2.3	Duplication of Handouts	100.00				1	100.00	
	Sub-total						9700.00	
2.4	Accommodation Costs							
2.4.1	Refreshment cost	40.00			1	1	40.00	

2.4.2	Lunch	80.00			1	1	80.00	
2.4.3	Supper	80.00			1	1	80.00	
2.4.4	Bed Room Service	50.00			1	1	50.00	
2.4.5	Breakfast	30.00			1	1	30.00	
2.4.6	Classroom rent	8.00			1	1	8.00	
	Accommodation Costs sub-total						288.00	28.8
							316.80	
	Balance FW						10,016.00	
2.5	Stationery	45				1	45.00	
2.6	Philip chart	125					125.00	
2.7	Art line	208					208.00	
2.8	White board Marker	96					96.00	
2.9	Cost of Certificate	50				1	50.00	
	Total Cost						10540.80	
	VAT 15% of total cost excluding 10%SC						1570.80	
	Grand Total Cost of Training						**12071.60**	

General information For *Middle Level Managers and Experts* Trainees

Duration for training :--------- Duration for Accommodation:------------ Number of Participants:---Number of Facilitators------------

No.	Requirements	Multiplying Factors of Training service cost						10% Acc/cost SC
		Unit Cost In Birr	No. of trainers	No of Hours/day	No of days	No of trainees	Total Amount	
2	Details							
2.1	Professional knowledge and & skill or Training Delivery Cost	350.00	2	8	1	1	5600.00	
2.2	Content /Training material preparation cos	350.00	2	8	1	1	5600.00	
2.3	Duplication of Handouts	100.00				1	100.00	
	Sub-total						11300.00	
2.4	Accommodation Costs							
2.4.1	Refreshment cost	40.00 once			1	1	40.00	
2.4.2	Lunch	80.00			1	1	80.00	
2.4.3	Supper	80.00			1	1	80.00	
2.4.4	Bed Room Service	50.00			1	1	50.00	
2.4.5	Breakfast	30.00			1	1	30.00	
2.4.6	Classroom rent	8.00			1	1	8.00	
	Accommodation Costs sub-total						288.00	28.8
	Total AC with SC						316.80	

No.	Requirements	Multiplying Factors of Trainings Service Cost						
		Unit Cost In Birr	No. of trainers	No of Hours/day	No of days	No of trainees	Total Amount	10% SC
	Balance FW						11616.80	
2.5	Stationery	45				1	45.00	
2.6	Flip chart	125					125.00	
2.7	Art line	208					208.00	
2.8	White board Marker	96					96.00	
2.9	Cost of Certificate	10				1	10.00	
	Total Cost						12100.80	
	VAT 15% of total cost excluding 10%SC						1810.80	
	Grand Total Cost of Training						13911.60	

Drivers of Our Consultancy Services

If we 'stand still,' our system does not grow. We are together to bring transformation to ourselves and our system. First of all, we believe we need to change ourselves to help others to change themselves. We are, thus, learners and care- givers. What do you like to change in your organization? Does the gap between how your organization is and how you would like it to be need intervention? We are in the same boat with you to give you any sorts of support. Keep your eyes on us, yourselves, and our services. We can assist you to identify what you need to be fixed. We believe we are what we are because of you and you are what you are because of us. We are inseparable and hardly operate in a divided way. Our consultancy services will bring objectivity, new insights and willingness to challenge ingrained behaviors and a way of thinking. Starting with all important diagnoses and then helping you manage and implement lasting improvement is our prime target.

The major areas of our consultancy services include, but not limited to the following.

- Managing Change
- Organizational Development and Restructuring
- Strategic Planning and Management
- Leadership Development Programs
- Business Process Reengineering (BPR)
- Balanced Scorecard (BSC)
- Performance Management
- Job Analysis, Evaluation and Grading and
- Salary Scale Development.
- Master planning
- Integrated Infrastructure Development And Management System
- Social Development And Job Opportunity Creation
- Strategic, Negotiation and Community Service Consultancy
- Solid Waste Management, and the like

Negotiated Consultancy Service Delivery

According to the consultancy service policy and guidelines of the Training and Consultancy Division, consultancy services are rendered to all public sectors that need our assistance through negotiation on different activities that can fall under our mandate (public sector, urban, cross cutting, finance related matters). The negotiation we make is with public organizations, stakeholders, policy- makers, and communities. Our negotiation is not about bargaining monetary terms; we negotiate to discuss the quality needed to scale up the capacity of our targets. Our negotiation rather targets learning, growing, and serving to make a difference in our joint operation and the systems thinking.

"We are coming to you with better information"